

Creating opportunities
for change

Director of Service Delivery

Recruitment Pack

EMERGING
FUTURES



emergingfutures.org.uk

Welcome

Thank you for your interest in the role of Director of Service Delivery. This is an exciting and pivotal moment to join our organisation. We have just launched a three-year strategy, one that puts people, impact and sustainability at the heart of everything we do.

At Emerging Futures, our organisational values come to life in our services. As Director of Service Delivery, you will be a core member of our Executive Leadership Team, holding responsibility for the safe, consistent and financially sustainable delivery of our drug and alcohol and homelessness services across the country.

You will lead a diverse and geographically dispersed supported housing portfolio for people affected by drug and alcohol use, alongside our community-based services offering coaching, peer support and therapeutic behavioural change programmes. Balancing strategic oversight with visible, hands-on leadership, you will ensure people are supported safely, fairly and with real impact, even in complex and pressured environments.

Through your leadership, you will help shape a culture of inclusion, accountability and continuous learning. One where colleagues feel trusted, supported and clear about what good looks like, while quality, consistency

and assurance continue to improve across regions. Underpinning this is a strong culture, where data, lived experience and professional standards are brought together to continually inform and strengthen practice, and where our mission remains at the heart of everyday decision-making.

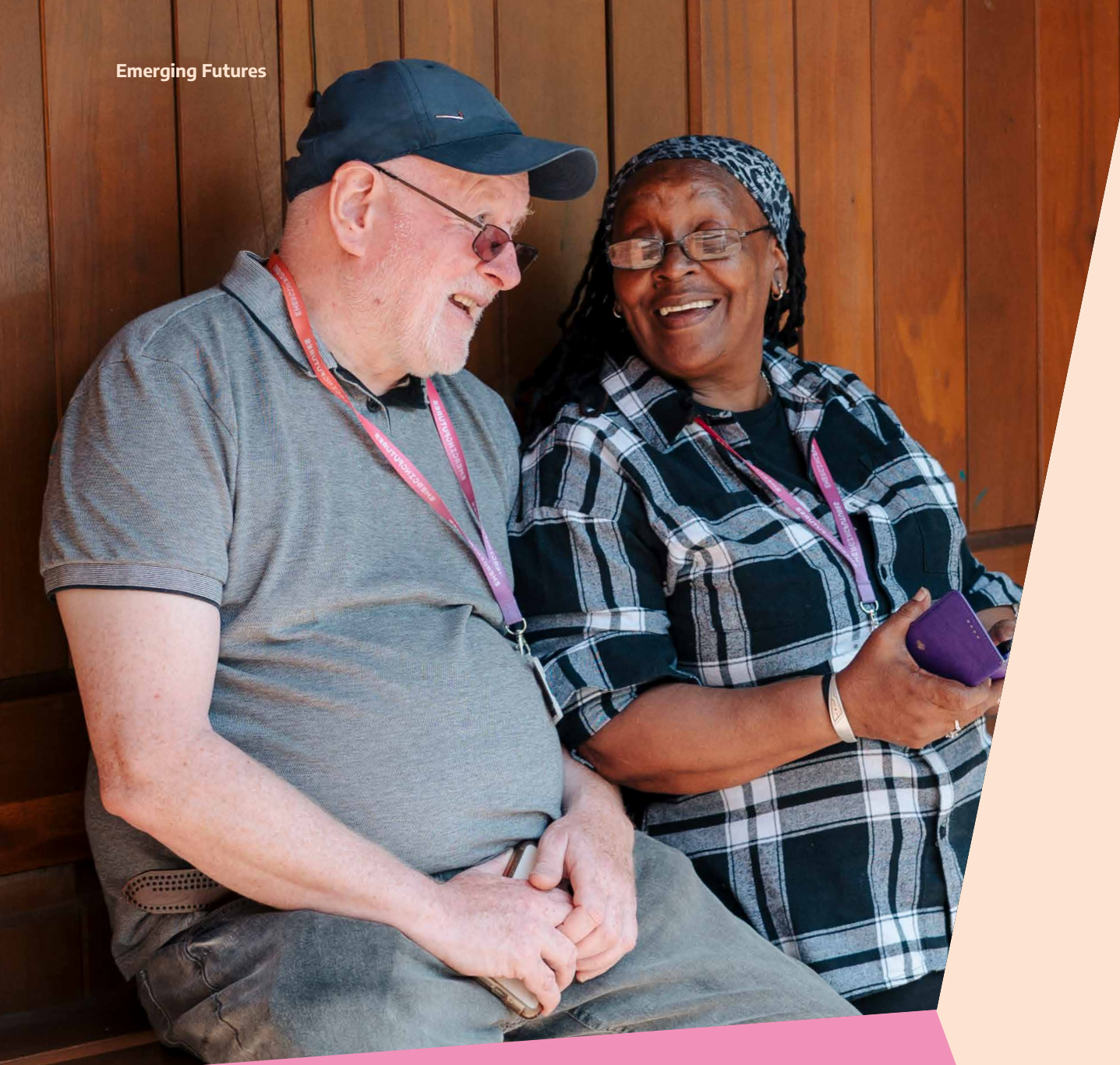
This is a role for an experienced senior operational leader who has successfully navigated periods of growth, scrutiny and organisational change. You will bring a strong, values-led and trauma-informed approach, a commitment to accountability in action and confident use of data to drive improvement and sustainability.

It is a chance to play a key role in improving how our services support people to move forward in their lives. An opportunity to ensure our service delivery is effective, compassionate, and focused on real outcomes for clients, while creating an environment where teams feel supported, skilled, and confident to do their best work.

If you're passionate about delivering services that make a genuine difference and have the leadership to turn that ambition into impact, we'd love to hear from you.

Claire Bloor
Chief Executive Officer





About us

Emerging Futures began in 2014, born from a belief that recovery is possible for everyone, and that those who have walked that path should lead the way forward.

From modest beginnings, Emerging Futures expanded across the UK, to a growing and diverse team of staff and volunteers, many with lived experience themselves. Offering support to people affected by homelessness and drug and alcohol use, Emerging Futures has helped thousands through housing, coaching and therapeutic programmes.

Using compassion and courage, Emerging Futures believes that recovery is not just a word, it's a promise that anything is possible.

Our offer

Change is not easy, but we believe people can and will succeed in achieving their goals if they have three key assets:



Somewhere to live



Something to do



Someone to love

Our Housing

We offer professionally managed, high-quality housing for people who are homeless and affected by drug and/or alcohol use.

We understand that people benefit from varying levels of support depending on where they are in their recovery journey, so we provide a variety of shared and individual housing options to support our residents' needs.

By structuring our houses around the stages of an individual's recovery,

we encourage people to connect with others in a similar situation and begin building their recovery capital.

Our work within the criminal justice system is a vital part of our mission to create opportunities for people to transform their lives. Individuals leaving prison often face multiple and complex challenges, and our criminal justice teams ensure that people have access to safe, supported accommodation and tailored community services upon release.



Our Community Support

We recognise the importance of offering different levels of support for people at all stages of recovery. From those who haven't started their journey yet, through to individuals who are established in their recovery but still want to stay connected to people in a similar situation.

For individuals who want to change their behaviours and reduce negative dependencies on drugs, alcohol and crime,

we offer Foundations of Recovery. A structured behaviour change programme, delivered in partnership with Change Grow Live, which takes the form of therapeutic group sessions.

Our family services offer a safe space for people who are affected by a loved one's addiction to connect with others in a similar position, build resilience and improve wellbeing.

Our Coaching

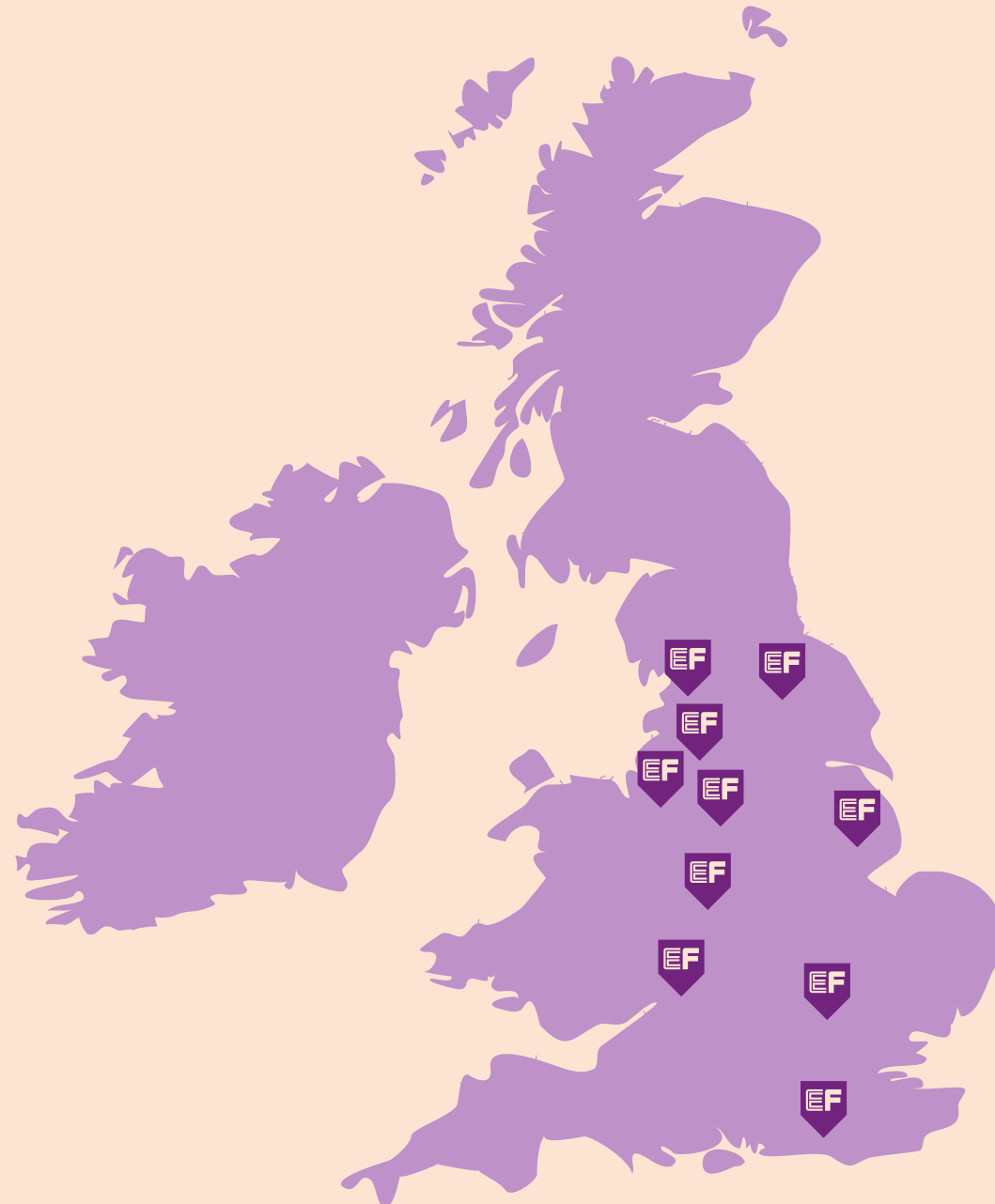
Coaching is at the heart of our approach to supporting those in our service and is delivered across all our projects from supported housing, family services and through our treatment partnerships.

The Emerging Futures **Coaching Essentials** training is an in-depth, 5-day programme focused on introducing the skills needed to coach, mentor and support others wanting to make long-term behavioural change.

Emerging Futures have been a member of the CPD Standards Office and were awarded Provider of Training Excellence status in 2024. The CPD-accredited course entitles people to gain:

- ▶ A formal CPD-accredited certificate for 25 hours of CPD.
- ▶ 1 year's free membership to the CPD Institute.
- ▶ A pathway into volunteer roles within our organisation and others.
- ▶ A foundation for employment within the health and social care sector.





Where we work

We currently deliver housing and community support services across **10 different regions**.

- ▶ Lancashire
- ▶ Yorkshire
- ▶ Greater Manchester
- ▶ Cheshire East
- ▶ Lincolnshire
- ▶ Liverpool & Merseyside
- ▶ West Midlands
- ▶ Gloucestershire
- ▶ Hertfordshire
- ▶ East & West Sussex.

The value of lived experience

Our highly trained workforce includes many people that bring a lived experience of recovery from homelessness or drug and alcohol use, offering a vital and unique insight.

Others contribute learned experience and include those who have been personally affected by a loved one's addiction or that have extensive backgrounds working in mental health and social care services.

It is the integration of these varied perspectives, combining lived experience with professional learned experience, that achieves fantastic results for the people we support.

Our structure

Emerging Futures is a CIC is a subsidiary of the registered charity Thrive Social Housing (TSH).

Thrive Social Housing

Thrive Social Housing (TSH) was established as a registered charity in 2021, and we are using social investment funding to grow and diversify our property portfolio to provide stable, high-quality homes for more people.

In 2022, a 10-year social finance loan from Social and Sustainable Capital (SASC) enabled TSH to purchase 10 properties as social housing stock. These properties are now being used in the group by Emerging Futures CIC to deliver much-needed recovery and housing services in Lancashire, Hertfordshire and Cheshire East.

Being the owner of property in our portfolio means that we can control the quality, health and safety of housing for our residents, together with ensuring its longevity.

Our Board

Emerging Futures and TSH have separate Boards who work closely together, each with their own distinct legal responsibilities and areas of oversight. While independent, the two Boards work in close partnership, sharing strategic direction, aligning values, and ensuring that both organisations remain focused on delivering the best possible outcomes for the people they serve.

Each Board brings together a diverse range of skills and lived experience; providing leadership and accountability across areas including finance, safeguarding, clinical practice, and organisational development. Trustees act as guardians of each organisation's mission, ensuring that decisions at every level reflect a commitment to compassion, integrity, and lasting recovery.

Our Executive Team

Emerging Futures is led by Chief Executive Claire Bloor, who brings a clear vision and an unwavering commitment to building an organisation that is professional, sustainable, and genuinely great to work for. Claire is supported by a skilled and dedicated executive team, including our Finance Director and Director of People and Performance - together providing the leadership needed to secure the long-term future of the organisation and the services we deliver.

As a team, we are focused on raising professional standards across the organisation, developing the skills and expertise of our people, and ensuring that Emerging Futures is built to last. We believe that investing in our staff is inseparable from investing in the people we support - and that a confident, capable workforce is the foundation of everything we do.

You'll be joining a team that takes quality seriously, where expertise is valued and high standards are expected.

Profiles of our current Board members and management team are posted on our website [here](#).

Role description

The Director of Service Delivery is a senior executive leadership role with responsibility for ensuring Emerging Futures' services are safe, consistent and financially sustainable across the country.

This position plays a central part in making sure people are supported fairly, with dignity, and in ways that genuinely improve lives. The role leads our supported housing portfolio for people experiencing homelessness and are affected by drug and alcohol use, alongside our community-based services which offer coaching, peer support and therapeutic behavioural change programmes.

The postholder will bring proven experience of leading large, geographically dispersed services through growth, challenge and change. They will lead with compassion and clarity, combining a trauma-informed, values-led approach with clear accountability and data-driven decision-making.

With significant changes to supported housing regulation on the horizon and real momentum building through new and existing partnerships, this is a pivotal moment for Emerging Futures. A key priority for the postholder will be strengthening systems, leadership capability and assurance across the organisation, building on learning from recent independent reviews to support Emerging Futures' growth as a consistent, evidence-informed national organisation. The right person will help shape what Emerging Futures becomes next.

This is a home-based role with significant national travel, leading and supporting remote teams across the country through visible leadership that understands how diverse our services are by building relationships nationally.

Principle duties & responsibilities

Strategic Leadership

- ▶ Contribute to the overall strategic direction and success of Emerging Futures as a core member of the Executive Team.
- ▶ Provide cross-functional leadership to the service delivery teams, working closely with the Director of People and Performance to ensure synergy across HR, quality, safeguarding and support functions, and the Finance Director to ensure strategic financial management.
- ▶ Ensure Emerging Futures remains responsive to emerging policy, commissioning, and practice trends in substance misuse and homelessness services.

National operational leadership

- ▶ Provide visible, credible and authoritative leadership for all Emerging Futures services nationally.
- ▶ Lead and hold senior operational leaders to account, creating clarity on roles, decision-making and escalation, through line management of the Head of Operations post holders across the country and the National Housing Compliance Manager.
- ▶ Alongside the Director of People and Performance, define, embed and monitor clear operational standards (“what good looks like”) across all services.
- ▶ Balance national consistency with appropriate local flexibility.

Supported housing & property operations

- ▶ Bring proven supported housing operational expertise.
- ▶ Be accountable for maintaining occupancy and operational spend in line with agreed budgets.
- ▶ Oversee the safe, compliant and timely onboarding and offboarding of properties, including leases, compliance, readiness and exit planning.
- ▶ Ensure housing models, staffing and property use are aligned to risk, acuity and funding realities, including robust challenge of unsafe or unsuitable placements.
- ▶ Work with Local Authorities and other statutory services to ensure health and safety of our property and tenants is paramount.

Principle duties & responsibilities

(continued)

Safeguarding, risk & operational assurance

- ▶ Act as a senior safeguarding leader, supporting the Head of Risk and Safeguarding to embed complex, contextual and whole-system safeguarding across services.
- ▶ Ensure safeguarding is competence-based, not compliance-only, and consistently applied across all regions.
- ▶ Work alongside the Head of Risk and Safeguarding to strengthen systems for risk identification, escalation, audit, learning and organisational assurance.
- ▶ Maintain Board and Commissioner confidence through transparent reporting and evidence-based assurance.

Culture, accountability & change leadership

- ▶ Lead cultural change programmes that move Emerging Futures from informal, relationship-led practice to clear, fair and consistent accountability.
- ▶ Role-model confident, compassionate leadership, including effective challenge and courageous conversations.
- ▶ Embed a learning culture where incidents, audits and reviews drive measurable improvement.
- ▶ Champion collaboration and curiosity, actively learning from services and service users.
- ▶ Play a key role in ensuring that operational changes are communicated in ways that are realistic, timely and supported by systems and training.
- ▶ Partner with Emerging Futures Communications functions to support clear and consistent internal communication during periods of change, helping staff understand what is changing, why, and what it means for practice.

Workforce, HR & leadership development

- ▶ Provide senior oversight of workforce planning, staffing models and people management, ensuring the organisation has the right people, in the right roles, with the right support.
- ▶ Champion and safeguard the inclusion of staff with lived experience within clear professional and competency frameworks, ensuring they are valued, supported and set up to succeed.
- ▶ Strengthen induction, training, supervision and leadership, creating clear pathways for staff to grow and progress.
- ▶ Build leadership capability at all levels, equipping managers with the skills and confidence to lead effectively, manage performance, address conduct and prioritise staff wellbeing.

Principle duties & responsibilities

(continued)

Quality, data, continuous improvement and impact measurement

- ▶ Lead continuous quality improvement, supporting the service delivery team to use performance data, audits, service feedback and outcomes evidence.
- ▶ Alongside the Director of People and Performance and Head of Information, oversee dashboards that track quality, safeguarding, risk, occupancy, outcomes and cost-effectiveness.
- ▶ Use data to measure change, test improvement activity and support evidence-led decision-making.
- ▶ Work alongside our comms functions to translate complex operational activity into clear, accessible narratives for different audiences (staff, trustees, commissioners, partners).

Financial and contract accountability

- ▶ Hold senior accountability for operational budgets, forecasting and cost control.
- ▶ Work closely with our finance function to strengthen financial literacy and accountability across operational leaders.
- ▶ Support commissioner and partner relationships through credible delivery, strong grip and transparent performance data.

Collaboration and Representation

- ▶ Act as a senior representative of Emerging Futures in external forums, including commissioners, partnerships, and sector networks.
- ▶ Build strong relationships across departments and services to drive integration, innovation, and impact.
- ▶ Support funding and communications teams with subject matter expertise and strategic input.
- ▶ Work to develop our relationships with our existing contractors (Change Grow Live) and other national drug and alcohol treatment providers.

Skills & experience

Essential experience

- ▶ Significant senior operational leadership experience within a large, complex, multi-site organisation.
- ▶ Substantial supported housing operational experience.
- ▶ Experience of leading services supporting people with lived experience and complex needs.
- ▶ Proven track record of implementing organisational and cultural change programmes.
- ▶ Strong safeguarding leadership experience, including complex and contextual safeguarding.
- ▶ Proven ability to lead multi-disciplinary teams.
- ▶ Experience of managing nationally across dispersed teams and geographies.
- ▶ Demonstrable experience of financial accountability, including occupancy, budgets and operational spend.
- ▶ Experience of supporting and managing teams and volunteers with lived experience.

Essential skills & behaviours

- ▶ Leads with clear accountability while remaining humane, collaborative and values-led.
- ▶ Strong Executive and Board-level credibility, including assurance, risk and performance reporting.
- ▶ Excellent interpersonal, influencing, and stakeholder engagement skills, including Board-level reporting.
- ▶ Confident using data to understand performance, risk and impact.
- ▶ Able to hold difficult conversations and drive improvement in high-risk environments.
- ▶ Curious, reflective and committed to learning from staff and service users.

Desirable experience

- ▶ Experience of leading services through a period of regulatory change or external scrutiny.
- ▶ Experience of working within or alongside registered providers.
- ▶ Experience of influencing external stakeholders and representing an organisation in challenging external environments.
- ▶ An understanding of recovery-oriented approaches and the value of lived experience in the workforce.

Other requirements

- ▶ Willingness to travel nationally on a regular basis.
- ▶ Enhanced DBS clearance.
- ▶ Commitment to equality, diversity, inclusion and anti-discriminatory practice.
- ▶ On-call requirement – The role includes participation in a shared senior management on-call rota to respond to serious incidents or emergencies, in line with EF policy and procedures.

How to Apply

Salary and Package

- ▶ **Salary:** £74,000–£81,000 (Salary within the stated range will reflect experience, skills and impact)
- ▶ **Contract:** Full-time, permanent
- ▶ **Location:** Home-based (regular national travel)

Equality, Diversity and Inclusion

Emerging Futures is committed to being inclusive. We welcome applications from all backgrounds and identities, including people with lived experience and under-represented groups.

If you need **reasonable adjustments** at any stage, please let us know.

How to Apply

If this role speaks to you, we'd love to hear from you. Please submit:

- ▶ **Your CV** (max 2 pages)
- ▶ **Supporting statement** (max 2 pages) covering:
 - Why you're drawn to the Director of Service Delivery role
 - How your experience and leadership approach align with the role
 - How you've led safe, high-quality, financially sustainable services in complex/changing environments

We're keen to hear both *what* you've done and *how* you lead.

Submit applications via emergingfutures.org.uk/join-us and for an informal conversation about the role with our CEO, please contact **Claire Bloor** recruitment@emergingfutures.org.uk

Appointment Timeline

We aim to make our recruitment process clear, respectful and supportive. It is crucial to us that we take the time to get to know candidates to ensure they are the best fit for this vital role. Indicative timings are:

- ▶ Closing date for applications: **29th May 2026**
- ▶ Shortlisting: **1st – 5th June 2026**
- ▶ First stage interviews (online): **11th & 12th June** (Focused on your experience, leadership approach and alignment with our values)
- ▶ Second stage interviews (online): **17th & 18th June** (Likely to include a short presentation or scenario based discussion)
- ▶ Third-stage meet the team in person: **26th June**
- ▶ Appointment confirmed: **29th June**
- ▶ Proposed start date: **Flexible**, subject to notice period

We'll be flexible where possible to accommodate senior candidates' commitments and notice periods.

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