EMERGING FUTURES

Job Description and Person Specification

Job title	Head of Operations – Midlands and South
Project base	Home based with regular travel across our Midlands and South of England services (including Birmingham, Gloucester, Worcester, West Sussex and Hertfordshire)
Hours and salary	37.5 hours per week £54,479 - £59,997 per annum, subject to annual increments linked to performance This role includes participation in the senior management on-call rota.
Accountable to	Director of Service Delivery

About Emerging Futures CIC

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. Together, we're working for a world where everyone has somewhere to live, something to do, and someone to love.

About the role

As Head of Operations for the Midlands and South, you'll provide leadership and support to our Area Service Managers, helping them deliver high-quality community services, drug and alcohol recovery support and recovery-focused housing across a wide geographical area. Working closely with the Head of Operations - North, you'll make sure services respond to local needs while creating consistent ways of working across Emerging Futures.

Reporting to the Director of Service Delivery, you'll be responsible for the performance, quality, safety and financial sustainability of services in your region. You'll help turn our strategy into day-to-day reality, ensuring services are safe, effective, financially sound and making a real difference to the people we support.

This is a hands-on leadership role. You'll work alongside teams to solve problems, improve services and support positive change where it's needed. Whether a service needs targeted support, a fresh approach or a significant turnaround, you'll bring people together to find practical solutions, build confidence and create lasting improvement.

You'll be passionate about helping both services and people thrive. Through coaching, support and clear leadership, you'll create an environment where colleagues can grow, develop and do their best work.

You'll also play an important role in developing new opportunities across the region. By building strong relationships with commissioners, partners and local stakeholders. You'll help strengthen our community services, recovery housing and coaching programmes, while supporting the organisation's longer-term ambitions.

The role includes oversight of smaller pilot and innovation projects, helping us test new ideas, learn quickly and improve what we do. Regular travel across the Midlands and South region, from Birmingham to Worthing, will be an important part of the role, allowing you to stay connected to our services and teams.

As a member of the Senior Management Team, you'll help shape the future direction of Emerging Futures. Working collaboratively with colleagues across the organisation, you'll contribute to strategic decisions and provide clear operational leadership to ensure our plans are successfully delivered.

You'll maintain oversight of your services and provide regular updates on performance, risks, improvements and outcomes to senior colleagues, the Chief Executive and the Board. You'll be expected to identify challenges early, provide assurance where things are working well, and take action when improvement is needed.

This is a rewarding but demanding role within a growing national organisation. It offers the opportunity to make a significant impact on people's lives, shape the future of our services, and develop your own leadership career as part of an ambitious and values-led team.

Principal duties and responsibilities

Supporting those around you

Provide strong and effective operational leadership and direct line management of Area Service Managers and Service Managers in the Midlands and South regions, planning and delivering work in a systematic and coordinated way including the delivery of EF's key objectives set out in its strategic plan.

Ensure managers are supported through supervision, appraisal and coaching, to enable the delivery of high-quality, cost-effective services where all staff, service users, communities and visitors are safe and protected from harm.

Occasionally taking direct line management responsibility for EF teams in different locations.

Demonstrate planning skills including the ability to utilise online platforms, data and other information to inform your management.

Service delivery and performance

Support managers in your region to effectively manage their services ensuring they function safely, effectively and efficiently to deliver and exceed agreed KPI's and contract expectations.

Support Area Service Managers to manage their contracts effectively: understanding contract specifications and reporting requirements, preparing for and attending contract review meetings, maintaining positive relationships with commissioners, and identifying performance or compliance risks early and ensure services are well positioned for re-tender, extension or expansion.

Ensure managers are regularly reporting all evidence, achievements, and concerns.

Provide managers with up-to-date knowledge of developments across the field, updated legislation and practice developments relevant to the client group.

Provide clear leadership on drug and alcohol practice across the region, ensuring services deliver evidence-based, recovery-oriented support for people with substance use needs, including harm reduction, relapse prevention, overdose awareness and naloxone, mutual aid and effective links with structured treatment providers. Lead the development of EF's drug and alcohol offer in the region, working with Area Service Managers and partners to close gaps in provision.

Execute your duties flexibly and accommodate the travel requirements needed to support staff on the ground.

Participate in EF's senior on-call rota, providing out-of-hours leadership, decision-making and escalation support to services and managers across the organisation, including responding to serious incidents, safeguarding concerns and property emergencies.

Work closely with the Head of Information and other managers to retain oversight of the installation of IT, case management systems and telecoms.

Community engagement

Ensure Area Service Managers and their teams develop a strong understanding of each locality, its communities, challenges, assets and unmet needs, and use this insight to shape responsive services and identify opportunities for growth. You will provide the strategic direction and oversight needed to raise the profile of EF, promote our services and share examples of best practice, positioning EF as a trusted partner and provider of choice across the region.

Lead, support and hold Area Service Managers accountable for ensuring their teams work alongside local communities, families, employers, training organisations, recovery communities, advocacy and mutual aid groups, and other organisations to identify local priorities, strengthen recovery networks and co-create services that respond to the needs of each area.

Act as an ambassador and regional lead for people in recovery, building and sustaining strategic relationships with corporate, statutory and third-sector organisations.

You will enable and support Area Service Managers to develop strong local partnerships, ensuring that intelligence from their teams informs service development, expands EF's reach and establishes the organisation as a provider of choice in the communities we serve.

Build and maintain direct, constructive relationships with commissioners across the region, including local authority, public health, housing, health and criminal justice commissioners.

Develop a clear understanding of their priorities, pressures and gaps in local provision, and identify where EF's services, expertise and lived experience model could help meet that need, feeding this intelligence into service development, tender opportunities and EF's growth plans.

Develop strong working relationships with criminal justice partners, including the Probation Service, prisons, Commissioned Rehabilitative Services providers, community safety partnerships and police, to support people leaving custody or under probation supervision

into safe housing and recovery, and to position EF as a key partner in resettlement and reducing reoffending.

Health, safety, and risk management

Work closely with the National Housing Compliance Team to ensure all properties in the region meet statutory and regulatory requirements, including gas and electrical safety, fire risk assessments, legionella, HMO licensing, repairs and void standards, and supported exempt accommodation requirements. Hold Area Service Managers accountable for the timely completion of local compliance actions and the prompt escalation of any risks.

Support managers in ensuring the safety of all staff and service users, promote awareness of risks and changes in the working environment and contribute to the maintenance and monitoring of health and safety and security policies, systems and protocols.

Lead and manage the safeguarding agenda to ensure services are safe according to safeguarding principles, evidence-based practice and inclusivity.

You will ensure the effective implementation of and compliance with serious untoward incidents, accidents and safeguarding reporting, in line with policy and procedures. You will carry out investigations and implement lessons learned.

Deal with issues and complaints raised by complying with EF's complaints processes.

Finance and human resources

Lead and support Area Service Managers to create a consistent, positive employee experience across the region, ensuring employee relations matters, recruitment, induction, development and progression are handled promptly, fairly and in line with EF values.

Take responsibility for people matters across the region, working closely with the HR team to identify emerging issues early, such as team conflict, performance concerns, sickness patterns or cultural problems, and ensure they are addressed promptly and fairly. Promote informal and early resolution where appropriate, lead or commission investigations into disciplinary and grievance matters, and coach Area Service Managers to handle employee relations confidently and in line with EF policy and employment law.

Work closely with the Finance Director and Director of Service Delivery to maintain strong financial oversight of regional budgets, ensuring emerging pressures, variances and areas of overspend are identified and addressed quickly.

Hold Area Service Managers accountable for understanding their budgets, identifying and escalating financial risks at the earliest opportunity, and taking timely corrective action to protect service delivery, employees and the organisation.

Lead the development and delivery of clear financial recovery plans where budgets or services are off track, agreeing actions, responsibilities and timescales with managers and monitoring progress until financial stability is restored.

Maintain oversight of the finances and workforce arrangements of new and existing projects, ensuring implementation is delivered against agreed plans, financial assumptions, HR requirements and EF values. Lead the mobilisation of new services in line with TUPE legislation, HR policy and procedure and UK employment law, with a clear focus on effective communication, employee experience and continuity of service.

Provide Area Service Managers with the direction, challenge and support needed to coordinate services effectively, maximise financial and workforce resources, and create the conditions in which their teams can perform well and deliver high-quality services.

Generic duties and responsibilities

Confidentiality
The nature of EF's work means that employees have access to highly sensitive personal, operational and organisational information relating to service users, families, volunteers, colleagues and partners. The postholder must lead a culture of confidentiality and high standards of information governance across their region, ensuring that Area Service Managers and their teams understand and consistently comply with data protection legislation, EF policies and secure information-handling requirements.

They must ensure that confidential information is accessed, recorded, shared, stored and disposed of only where authorised and necessary, and that any actual or suspected data breach is identified, escalated and managed promptly. The postholder must also model and oversee the responsible use of EF-approved AI tools and third-party solutions, ensuring that personal, confidential or organisational data is never entered, shared or processed in a way that could compromise security, confidentiality or legal compliance.

Code of Conduct
All staff are expected to adhere to all EF's policies and procedures that establish standards of good practice and follow any codes of conduct which are relevant to their own profession. Staff will promote and ensure adherence to Equality of Opportunity policies and anti-discriminatory practice, demonstrating EF's commitment to valuing diversity.

Privacy and dignity
Staff should respect service user/family/carer's diversity, cultural needs and privacy.

Safeguarding
All staff have a duty to safeguard and promote the welfare of service users, volunteers, their families and carers. Staff have a duty to ensure they are familiar with safeguarding policies, attend safeguarding training and know who to contact if they have concerns about an adult or child's welfare.

Health and safety
EF has a duty of care to employees and will ensure that, as far as is reasonably practicable, adequate training, facilities and arrangements for risk avoidance are in place. All employees are required to comply with relevant Health and Safety legislation and policies relating to Health and Safety and Risk Management

Professional development
Staff must be committed to their professional development and keep up-to-date with relevant developments and legislation in the sector.

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Skills and experience

Essential	Desirable
Extensive experience working in homelessness, drug and alcohol, housing and/or criminal justice services. Substantial experience of leading or delivering drug and alcohol services, with a sound understanding of the treatment and recovery system, harm reduction and recovery-oriented practice. Recent experience in working at a senior level, developing new and existing services and partnership working. Experience in supporting managers and staff teams to deliver high-quality, cost-effective services across geographically dispersed teams. Excellent skills in communication, leadership and influencing. Experience and knowledge in relation to safeguarding & effective risk management. Strong and proven leadership skills including an excellent ability to motivate, inspire and influence people. Ability to meet targets and deadlines within financial constraints and available resources, anticipating financial risks, planning ahead and acting promptly on early warning signs to prevent minor pressures from developing into significant financial issues. Ability to demonstrate that your personal ethos and work ethic reflect the values of EF and to create a culture in which EF's values are consistently represented in every interaction. Demonstrate a capacity to work autonomously, keep calm under pressure and the flexibility to work from varying operational sites as required across a regional geographical footprint.	Management and/or Leadership Qualifications. Extensive knowledge of service outcomes in relation to the health and social care sector. Experience of supported housing legislation and legal compliance. Experience of working with or within the criminal justice system, including prison release, resettlement or probation-commissioned services. Ability to identify new business opportunities, bid writing experience and responding to tender application processes including financial planning. Full driving licence and access to own transport. Good knowledge of national services and geography.