



A Welcome from the Chief Executive

I'm delighted that you're interested in the post of **Director of Operations** at DHI.

This is a critical position within DHI. You would report to and work closely with me as Chief Executive, be a key member of the Executive Team, and lead on all DHI operations, delivering high impact services for vulnerable people.

DHI is a success story. Started 25 years ago, DHI now manages contracts worth over £6 million, and delivers essential services to over 11,000 people across the Bath & North East Somerset, Bristol, South Gloucestershire, Gloucestershire and Wiltshire areas. We employ approximately 100 people who share a commitment to our core purpose and values.

This is an exciting opportunity for someone who is looking for real responsibility running complex support services to some of the most marginalised, primarily through housing support, drug and alcohol treatment and criminal justice services. It is a challenging time for the sector; the combination of pressure on statutory funding, inflation and change creates uncertainty which is not comfortable for everyone. However, it is also deeply rewarding, and as a charity we are adept at responding to change and uncertainty and taking opportunities to develop and implement pragmatic and innovative services.

I hope that the information below will be helpful to you as you find out more about DHI and the values which drive us. The section "Should I apply?" seeks to answer any immediate questions that you might have about the kind of person that we're looking for.

I very much look forward to meeting you should you decide to apply. I am also available for an informal chat. Please contact carroll.lloyd@nfpconsulting.co.uk in the first instance to arrange this after a brief conversation with her.

Kind regards

Rosie Phillips

Chief Executive Officer

About DHI

Developing Health & Independence is a charity that helps disadvantaged and vulnerable people turn lives around, stand on their own feet and reduce dependency. We do this because we believe everyone should have the chance to achieve their potential to make a valuable contribution to society.

We help vulnerable young people and adults overcome circumstances, structural barriers as well as self-limiting behaviours that are holding them back. Our clients are often disadvantaged or living at the margins, meaning they are disproportionately affected by substance misuse, homelessness, offending, mental health issues and other factors that contribute to social exclusion.

Few, if any of our clients, come with a single issue. Rather than treat issues in isolation, we work with the person, not the label, and find the most effective way to help them. We help people through a highly personalised, solution-focused approach, regardless of the service they enter; services that include housing, drug and alcohol treatment and much more besides.

DHI is supported by a Board of Directors/Trustees, made of up to 10 members from our local communities, and from a wide variety of backgrounds. They include people holding senior positions in legal, financial, public and charitable sectors, and together they bring a wealth of expertise and passion for what we do.

Watch the video from a recent annual event to find out more: <https://www.dhi-online.org.uk/about-us/our-impact>

How We Work

We really believe in and aim to keep alive our values at DHI: Self-direction; Stimulation; Zest for Life and Flexibility. These values are at the centre of DHI's vision for *how* the charity operates and delivers support.

Their message means we have a focus on supporting individuals facing any structural barriers to change, such as homelessness, as well as wanting to overcome life-limiting behaviours, including dependency (be that on welfare or drugs or alcohol, for instance) to live as independently as possible. Central to this is supporting people to have choice and control over the services they use and access to wider public and community services, employment and education. Critical to our approach is identifying and making the best of the strengths and resources people bring. Rather than 'fitting the person to services', we passionately believe that services should fit the person.

With DHI's value base and skills, we aspire to make a real contribution not only to individuals and communities, but to the future direction of social care.

More information can be found:

<http://www.dhi-online.org.uk/>

<https://www.dhi-online.org.uk/25-portraits-project>

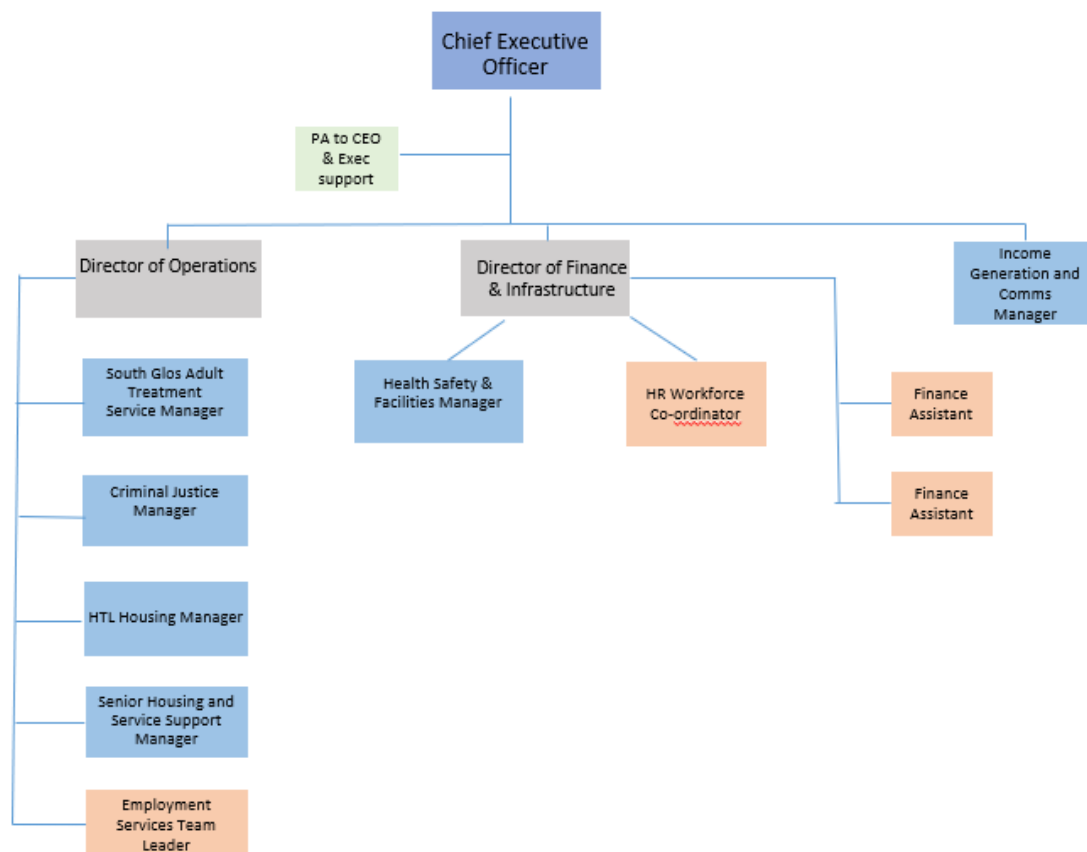
<https://www.dhi-online.org.uk/images/DHI-Impact-Report-2022-6.pdf>

The Role: Director of Operations

This is an exciting opportunity for someone who wants to take on real responsibility, leading all DHI operations to deliver high impact services.

Responsible for:

Senior Operational Managers, including Treatment Service Manager, Criminal Justice Manager, Housing/Housing Support Managers and the Employment Support Team Leader (IPS Service).



The essential requirements of the job

To lead on all DHI operations internally and via partnerships, delivering high-impact services for vulnerable people.

To provide daily, visible leadership of the DHI operational support function, motivating and building effective relationships with all managers and partners to meet DHI's strategic goals.

To be responsible for cultivating a strong culture of learning, innovation and continuous improvement, across DHI operations, embedding robust safeguarding systems and practices.

To act as a coach and mentor for service managers, empowering them and their teams and equipping managers at all levels with the confidence, skills, and abilities to coach for high performance and outstanding services.

To work closely with the CEO to develop the organisation for the benefit of the people DHI works with.

To deputise for the CEO of DHI as and when required.

The Leadership Qualities and Attributes Required

Responsible for taking a strategic lead in the development and provision of all DHI operational services, including both commissioned services and our social enterprise lettings agency.

A strong and effective team player, able to work collaboratively, contributing to a high functioning Executive Team and taking a proactive, positive role with DHI stakeholders and partnerships.

A self-directed, inspiring and influential leader who can translate, develop and deliver strategy, providing clear direction, whilst being able to grapple with daily operational detail and complexity.

A focussed, resilient, and driven leader with the tenacity and flexibility of approach needed to achieve sustainable success for our service users so that DHI can improve their lives.

A relentless focus and commitment to wanting only the very best for the vulnerable people accessing and engaging with DHI services.

A strong ambassador of DHI's values and ethos.

Key Responsibilities

Collaboration with fellow leaders:

Working closely with the CEO, Director of Finance and Infrastructure and senior members of our partner organisations to ensure the charity offers effective, value for money services that meet its core purpose of social inclusion, as well as legal, quality assurance and good practice guidelines relating to treatment, criminal justice and housing services.

To ensure management practices are fit for purpose and embedded in DHI's operational system, in line with standards and quality of care as set out in relevant laws and codes of practice and with the overarching organisation-wide governance system. This includes, but is not limited to, Clinical and Housing Regulator guidelines.

To ensure positive, collaborative and effective working relationships with all stakeholders.

To provide leadership to and directly line manage staff the role is responsible for, including the provision of performance management, monitoring, supervision, support and encouragement, and ensure their continuing personal and professional development.

To work to agreed KPIs, including delivering on statutory compliance and ensure that corrective action is taken in a timely manner should they not be met.

To ensure managers are equipped with the skills, support and advice to take ownership of staff management issues, including the implementation of and compliance with HR policies and procedures, such as capability, disciplinary and grievance.

To develop strong working relationships to further the strategic requirements of DHI and its clients, including, but not limited to, relationships with key stakeholders (commissioners, social investors, trusts), mental health trusts, GPs, housing associations, and partner organisations.

Contract Management & Quality Assurance:

To ensure that working practices meet with contract, regulatory, best practice requirements and standards, as well as DHI's policies and procedures. In particular, to ensure that safeguarding and health and safety policies and procedures are understood and adhered to and that routine project risk assessments are undertaken accordingly.

Manage, review and negotiate contracts with third parties where value is added, and ensure the value to DHI of subcontracted activities is realised through regular monitoring and meetings.

To ensure housing services (private rented and supported) are compliant with all legislation and standards of good practice, including those we manage on behalf of a Registered Social Landlord, where they adhere to the social housing regulator's standards.

To lead, co-ordinate and participate in the periodic review of service policies and procedures and to ensure that these are understood and adhered to by staff.

To ensure that key performance targets are met, effective reporting frameworks are in place and monitoring and reporting completed on time to the required quality standards. Where performance is below expected levels, to support managers to develop and implement effective performance improvement plans.

To keep abreast of relevant guidelines and external developments that affect the work of DHI, further developing DHI's services as appropriate.

Working closely with the CEO to ensure consideration of recommendations from audits in respect of clinical, or other quality standards, and to keep abreast of legal and good practice guidelines, to ensure the highest standards of practice in relation to all our services, including housing and substance misuse services.

To provide regular reports on performance (contractual and strategic) and quality assurance to the CEO and Board and to highlight and act upon key risks in a timely manner.

To ensure that information governance requirements are met in line with NHS toolkit standards and contract requirements.

Financial, Strategic & Development Responsibilities:

To work closely with the CEO, Director of Finance & Infrastructure and managers to develop, monitor and report on strategic objectives outlined in the Balanced Scorecard.

To work with the CEO to anticipate future commissioning intentions and prepare DHI services for recommissioning or new funding arrangements.

To take a positive and proactive approach to identifying, pursuing and securing opportunities for development, change and growth that are in line with DHI's organisational strategy, vision and values.

To lead on or contribute to the writing and submission of tenders for new and existing services where required.

To manage and monitor resources in line with budgetary requirements, ensuring optimum use of resources and participate in the negotiation/setting of annual budgets.

Organisational Responsibilities:

Contribute to, and adhere to DHI policies and framework of strategic and operational plans.

Undertake any other duties in line with the above as required by the CEO.

Should I Apply?

Are you creative and adept at making the complex simple? Do you feel passionately about social justice, challenging discrimination and disadvantage, and developing and delivering effective, solution-focused services that genuinely support people to change their lives? Do you have the determination, drive, and vision to lead and develop people, systems and services, overcoming barriers and challenges in a complex, often highly regulated world? If so, you may thrive in this role.

The ideal person will combine practical experience of developing simple effective systems with a track record of strong leadership, performance management and relationship building skills. They will be able to operate successfully in a dynamic, fast-paced and challenging environment and will be completely aligned with DHI's values. They will enjoy and be adept in working collaboratively with partners within and external to DHI to deliver success.

The Person Specification below sets out the remaining key skills, knowledge, experience, and behaviour we are looking for.

PERSON SPECIFICATION

ATTRIBUTES	ESSENTIAL CRITERIA
Experience	<ul style="list-style-type: none"> • Significant senior level experience and track record of achievements, working within social or supported housing, drugs/alcohol, or a related social care field, including substantial contract and people management experience. • Experience of managing risk and complexity in services with a budget of at least £5M • Business development experience. • Experience of working to a range of different quality standards e.g. Matrix, NICE guidelines.
Knowledge	<ul style="list-style-type: none"> • Demonstrates deep knowledge of relevant social and market trends as they pertain to our clients • Understanding of harm reduction practices in their broadest sense as they apply to housing and drug/alcohol treatment services. • Excellent level of knowledge of organisational requirements and systems around safeguarding.
Skills and Attributes	<ul style="list-style-type: none"> • Confident and capable communicator; informing and inspiring. • Excellent level of IT literacy. • Strategic thinker. Able to see 'the bigger picture' and set clear direction, focussing and enabling the delivery of change. • Personal resilience and the ability to work at pace/manage volume. • Highly effective people management skills. A team-player, collaborative and influential. • Commitment to own professional development. • Commercial acumen and drive.
Other information	<ul style="list-style-type: none"> • Commitment to equal opportunities and anti-discriminatory policy and practice. • Car driver with access to car and willingness to use it for work travel. • A flexible approach to working hours in alignment with Working Time Regulations.

What We Can Offer You

Financial Rewards and Benefits

The starting salary will depend on the expertise and experience that the successful candidate brings to the role, circa £68k.

37.5 hours per week and such additional hours as are required.

In addition we offer:

Annual Leave: 26 days plus statutory & bank holidays (1 additional day after each full year of service, to a maximum of 31). We also offer up to 5 days of additional unpaid leave each year.

As an employee you will have access to our Employee Assistance Programme, Cycle Scheme, company pension scheme (contribution 7%) and charity worker discounts.

The role will be based mainly in central Bath with homeworking and travel to DHI locations.

Occasionally there may be a requirement to travel further afield (for example, for business development, networking or learning and training purposes).

How to Apply

To apply, please submit your CV and a Supporting Statement (no more than 2 sides of A4) that sets out why you are interested in joining DHI as its Director of Operations and how you meet the person specification and our values.

For an informal conversation about the role, please contact our recruitment partner, Carroll Lloyd, Director, NFP on 07765 001 033 or email carroll.lloyd@nfpconsulting.co.uk

Apply online at: <https://nfpconsulting.co.uk/executive/job/25019>

Closing date: Midday on Wednesday 28th May 2025

Recruitment Process

There will be a two stage interview process.

Initial telephone interviews will take place for a long list of candidates with a short list invited to attend formal interview.

Telephone discussions with long list candidates
3 June 2025

Interview Day
6 June 2025

We look forward to hearing from you.