Operations Team Leader

Job description and person specification

Role details

Role detail	Requirement
Responsible to	Operations Executive
Line management	Caseworkers, navigators and other frontline delivery posts assigned through the approved organisational structure
Hours	Proposed 37.5 hours per week
Salary	NJC 18 £32,525 – 24 £36,81 Fixed Term 3 years subject to additional funding
Duration and location	Fixed Term 3 years subject to additional funding. Based across AFCHQ sites with outreach and partner visits across Greater Manchester
Document date	17th November 2026
Review cycle	Initial review after 12 weeks, formal review at the end of probation where applicable, and annually thereafter

Job Purpose

Armed Forces Community HQ CIC supports serving personnel, veterans, reservists, families and carers to belong, become socially included and access opportunities that improve their lives through services, programmes and community partnerships.

The Operations Team Leader provides day-to-day leadership, supervision and direct management of caseworkers and navigators delivering operational projects, case management and outreach. The post holder turns the operational delivery plan into organised workloads, safe practice, accurate records and consistent support that achieves agreed beneficiary outcomes.

Reporting to the Operations Executive, the Team Leader is accountable for frontline staff supervision, referral allocation, caseload oversight, recording quality, routine performance management and timely escalation. The role provides practical support and constructive challenge so staff understand their responsibilities, boundaries and expected standards.

Role Accountability and Authority

The Team Leader allocates and reviews work, manages routine staff matters and resolves day-to-day delivery issues within agreed procedures and delegated authority. The Operations Executive retains overall operational oversight, workforce planning, budgets, commissioner relationships, facilities and volunteering, and is the first point of contact for complaints, comments and compliments and the Deputy Designated Safeguarding Lead.

The Team Leader escalates significant risk, unresolved capacity or performance concerns, serious incidents and matters outside delegation to the Operations Executive. The role does not automatically carry deputy safeguarding lead or specialist clinical authority. Urgent safeguarding action must follow the designated route without delay.

Any personal caseload or temporary cover will be aligned with the GM VALOUR Partnership Manager. The post holder will only undertake direct case work that comes from referrals via Outreach Hubs

Key Responsibilities

Staff Supervision and Direct Management

- Provide regular, documented management supervision, objective setting, feedback and development for every assigned caseworker and navigator. Use supervision to review delivery, caseloads, recording, wellbeing, boundaries and agreed actions.
- Translate service commitments into individual work plans with clear priorities, deliverables, dates and evidence of completion. Ensure staff understand their role, limits of authority and when to seek help.
- Lead induction, probation reviews and training follow-up within organisational policy. Check competence before allocating unfamiliar or higher-risk work.
- Manage routine attendance, leave, cover and first-line performance concerns within delegated authority. Give timely feedback, record improvement actions and escalate persistent concerns or matters requiring formal HR decisions.
- Hold regular team meetings and structured check-ins, ensuring decisions, handovers and actions are recorded. Support reflective practice and staff wellbeing while maintaining consistent standards.

Referral Allocation and Case Management Oversight

- Coordinate daily referrals and triage with the relevant referral or SPOC staff. Check eligibility, urgency, risk, consent or other agreed information-sharing basis and completeness before allocation.
- Allocate cases according to staff competence, capacity, geography, service criteria and risk.
- Maintain visibility of waiting lists, active caseloads and cover, escalating delays or unsafe workload pressures.
- Conduct structured caseload reviews covering assessment, support plans, beneficiary goals, risk, actions, review dates and outcomes. Check that cases progress, referrals are followed up and closure is appropriate and recorded.
- Ensure staff work within agreed service boundaries and use specialist services where needs exceed AFCHQ's remit. Support appropriate multi-agency coordination and escalation of complex or stalled cases.
- Check that contacts, decisions, referrals and outcomes are recorded accurately and promptly in Inform or the agreed system. Use case sampling, feedback and supervision to correct gaps and improve practice.

Safeguarding Risk and Professional Practice

- Ensure staff recognise safeguarding concerns, take immediate safety action and report promptly to the Designated or Deputy Designated Safeguarding Lead through organisational procedures.
- Check that risk assessments, lone-working arrangements, visits and escalation plans are appropriate to the work. Escalate serious incidents, unsafe practice and risks that cannot be managed within team authority.
- Ensure concerns and decisions are recorded securely, confidentiality is maintained and information is shared appropriately. Follow up assigned safeguarding actions without assuming specialist or statutory responsibilities.
- Ensure staff receive required training, recognise professional boundaries and access appropriate specialist or clinical supervision where required. Management supervision does not replace specialist supervision.

Outreach and Operational Coordination

- Organise caseworker and navigator rotas, outreach sessions and partner visits against the operational plan. Confirm staffing, access, equipment, lone-working arrangements and service continuity.
- Maintain practical referral and case-coordination relationships with partner staff. Resolve routine delivery queries and refer commissioner, contractual or wider partnership issues to the Operations Executive.
- Coordinate with facilities and volunteering leads on room use, activities and agreed support. Report premises or volunteer concerns to the responsible lead.
- Contribute practical delivery input to service mobilisation, changes and closure. Ensure staff understand new referral routes, recording requirements and funded commitments before implementation.

- Pick up case management of VALOUR targeted referrals with no housing need and lead the delivery of positive outcomes for referrals received via the GM VALOUR Outreach Hubs across nine Local Authority area of Greter Manchester
- Support the GM VALOUR Partnership Manager to deliver connect sessions in Local Authority areas in the capacity building stage of their commissions.

Data Quality Performance and Reporting

- Monitor referral-to-triage timeliness, waiting lists, caseloads, activity, outcomes and recording completeness against agreed definitions and targets. Investigate gaps and agree corrective action with staff.
- Check source records and provide accurate team data, case studies, operational updates and explanations of variance to the Operations Executive by agreed internal deadlines.
- Maintain a team action log and report progress, capacity pressures and unresolved risks. Inform reporting and service improvement through beneficiary feedback and delivery learning.
- Using approved systems and access arrangements. report data incidents promptly and ensure staff follow confidentiality, information governance and record-retention procedures.

Feedback Complaints and Quality Improvement

- Ensure staff know how to receive and record complaints, comments and compliments and pass them promptly to the Operations Executive. Take immediate action where there is an urgent safety concern.
- Provide factual records and support enquiries when requested for escalation to formal complaint.
- Complete agreed quality checks and improvement actions arising from case reviews, incidents, complaints and feedback. Share learning and verify that changes improve practice.

Resources and Management Boundaries

- Deploy allocated staffing time and practical resources efficiently.
- Identify training, staffing and equipment needs early and provide evidence-based recommendations
- Escalate competing priorities with options and a clear recommendation. Maintain ownership of delegated actions and keep the Operations Executive informed of material changes.

General Responsibilities

- Represent AFCHQ's social purpose and maintain integrity, equality of access, respect for lived experience and professional standards.
- Comply with organisational policies, safeguarding, information governance, health and safety and delegated financial controls. Undertake required training and participate in supervision and appraisal.
- Undertake other reasonable duties consistent with the purpose and level of the role.

Performance and Deliverables Framework

The following framework sets proposed expectations for the role.

Workstream	Tangible outcome and evidence	Timing and review point
Supervision and objectives	Every direct report has current objectives, documented supervision, development actions and follow-up of performance or wellbeing concerns.	Objectives within 20 working days; supervision at least monthly during probation and thereafter at the organisationally agreed frequency.
Referrals and allocation	A current allocation and waiting-list record; decisions reflect eligibility, urgency, risk, competence and capacity; delays have named actions.	Review each working day; urgent concerns addressed without delay; allocation timeliness checked weekly.
Caseload oversight	Current caseload overview and recorded reviews showing goals, risk, actions, outcomes and closure decisions. Unsafe workloads and stalled cases have escalation plans.	Caseload reviews at least monthly, with higher-risk or urgent cases reviewed more frequently as required.
Recording and data quality	A completed sample of case-record checks, correction log and accurate team data supplied to the Operations Executive.	Agree sampling within 30 days; check monthly; recording deadlines follow policy; reporting follows the internal calendar.
People and cover	Work plans, rotas, induction and probation records; agreed absence cover; timely first-line management action and escalation.	Review workload and cover weekly; complete HR processes by policy deadlines.
Safeguarding and safe practice	Evidence of current training, appropriate risk and lone-working arrangements, secure records and follow-up of actions assigned by safeguarding leads.	Urgent action without delay under policy; training and practice reviewed through supervision and monthly checks.
Outreach and coordination	An agreed outreach schedule, confirmed cover and partner arrangements, with recorded engagement, referrals, outcomes and follow-up.	Plan monthly; review delivery weekly and effectiveness monthly.
Feedback and improvement	Feedback passed to the Operations Executive; quality actions have owners, deadlines and evidence of completion; learning shared with staff.	Complaints forwarded promptly under policy; improvement actions reviewed monthly.
Management reporting	Concise team update covering delivery, outcomes, staffing, data gaps, risks, decisions needed and progress against agreed actions.	Weekly operational check-in; monthly written update by the agreed internal deadline; formal role review after 12 weeks.

Person Specification

Assessment will use application, interview and practical assessment where appropriate. Equivalent experience and professional development will be considered. Desirable criteria are not required for appointment.

Essential	Desirable
Experience of supervising and directly managing frontline staff, including objectives, feedback, development and first-line performance management.	A relevant team leadership, management or supervisory qualification.
Experience of case management, navigation or comparable person-centred support, including assessment, support planning, referral, review and closure.	Experience of housing, homelessness, tenancy support, health or wellbeing services.
Ability to allocate referrals and balance caseloads using risk, urgency, competence and capacity.	Experience of coordinating services across several projects, sites or geographic areas.
Sound safeguarding knowledge, judgement about risk and escalation, and the ability to reinforce professional boundaries.	Relevant safeguarding training and experience of complex or multi-agency support.
Ability to provide constructive challenge, manage sensitive conversations and support wellbeing while maintaining clear expectations.	Experience of reflective practice, coaching or supporting staff through change.
Ability to maintain and check accurate case records, use service data and prepare clear performance updates.	Experience of Inform or comparable case-management systems and dashboards.
Experience of working with partner agencies and coordinating practical referrals or outreach activity.	Knowledge of the Armed Forces Community, the Armed Forces Covenant and local support pathways.
Strong planning, communication and problem-solving skills, including rotas, cover, deadlines and follow-through on actions.	Experience of service mobilisation, improvement projects or volunteer-supported services.
Understanding of confidentiality, information governance, safe working, equality and accessible services.	Experience in a CIC, charity, social enterprise or community organisation.
Ability to work within delegated authority, recognise limits of competence and escalate concerns with clear recommendations.	A relevant support-work, health, social care or project qualification.

Approval and Review

Approval detail	Record
Approval and effective date	Approved by and role: Laura Ingham – Managing Director Signature and date: Lingham 17th November 2026 Effective date: 17th November 2026
Review and version	Initial role review after 12 weeks; probation review where applicable; annual review after 12 months, or sooner if required. Version 2.0 dated 17 November 2026.
Employee acknowledgement	Signature and date _____

Recruitment checks and any DBS requirement will be confirmed against the final duties before appointment. Hours, contract duration and salary are subject to the approved staffing and funding plan.