

JOB DESCRIPTION and PERSON SPECIFICATION (PRO FORMA)

JOB DESCRIPTION	
Job Title:	Head of Area Operations
Team:	Operations
Reports to:	Operations Director
Role Purpose:	To take day to day operational responsibility for a geographical area. This will include the oversight of at least 50 services which could include residential, supported living, day services and outreach. To work with the Operations Director to provide leadership, line management and all associated support for Regional Managers in the area.
Scope:	<p>The Head of Area Operations is responsible for driving and maintaining a culture of excellence across all operational service in their area ensuring that they are managed to a consistently high standard and that the people supported are safe and supported to fulfil their potential.</p> <p>The post holder will ensure that people processes are performed to a high standard across the area in line with the vision, values and purpose the organisation. This will include effective support and supervisory arrangements for staff, ensuring that the service in England and Wales comply with the requirements of CQC, CSSIW and Ofsted.</p> <p>The post holder will lead a team of Regional Managers and will support them to ensure delivery of the area operational plan, including all growth, occupancy and financial targets.</p> <p>The post holder will support positive relationships with commissioners, families and other external stakeholders in order to enhance the organisation's reputation and to ensure that opportunities to grow and develop the organisation are maximised across the network.</p> <p>The post holder will ensure the effective leadership and management of change throughout the region as the organisation develops and grows.</p> <p>The post holder will be expected to work some evenings and weekends to meet the needs of the business. Also to travel and stay away from home on occasions.</p>
Accountabilities:	<p>The post holder will work with the Operations Director who has overall responsibility in the region for ensuring:</p> <ul style="list-style-type: none"> • High quality service provision • Financial performance • Maintenance of positive external relationships • Identification of potential growth opportunities for existing

	and new services in the area
Specific Requirements:	<p>Managing People</p> <ol style="list-style-type: none"> 1. Ensures effective support, monthly supervision and annual appraisal for all Regional Managers in the area . 2. Maintains overall responsibility for the appropriate selection, recruitment and induction of quality staff at all levels in the area. 3. Help to embed a coaching culture, mentor new Regional Managers and support existing Regional Managers with their professional development. 4. Be visible, carrying out both planned and unannounced visits to services on a weekly basis to establish a culture of visible senior management leadership. 5. Overall responsibility for ensuring all services within the area are staffed at safe levels and delivered cost effectively. 6. Monitor absence levels in the area and ensure effective management in line with the organisations policies. 7. Monitor training compliance and ensure appropriate action is taken to keep staff training up to date. 8. Ensures any complaints are fully investigated and documented by the Regional Manager. Undertake investigations directly if they involve the Regional Manager . Partake in disciplinary investigations as requested and in partnership with HR. <p>Managing quality and budgets</p> <ol style="list-style-type: none"> 9. Ensure that the people we support are appropriately safeguarded and staff understand safeguarding /POVA and whistleblowing processes. 10. Have day to day oversight of budgetary control for the region and investigate and report on any profit and loss variances. 11. Ensure vigorous management of all cost lines, particularly sickness and other avoidable staffing costs. Monitor agency expenditure on a weekly basis to ensure this is kept to an absolute minimum. 12. Ensure high levels of occupancy and service uptake.

	<p>13. Embed vigorous processes to ensure any risks to placement stability are identified and addresses at pace and to a high standard to ensure placement breakdown is minimised.</p> <p>14. Ensure a culture of safety and effective management of risk exists throughout the area making sure all services comply with health and safety and other legislative requirements.</p> <p>15. Maintain a good oversight of maintenance systems to ensure people are not placed at unnecessary risk.</p> <p>16. Develop and implement quality management and continuous improvement systems. Undertake regular audits of the Regional Managers work and report on quality standards within the region (in line with policy). Develop, oversee and regularly review the implementation of agreed quality improvement plans.</p> <p>17. Ensure that regulatory standards (CQC, OFSTED, CSSIW) are maintained and effective monitoring processes are in place to ensure quality. Ensure that person centred processes are embedded in all services in the area with clear systems in place to monitor outcomes for the people we support.</p> <p>18. Champion continuous improvement and the implementation of best practice such as Person Centred Active Support, STOMP, PBS (where appropriate) and the national PMLD standards.</p> <p>19. Embed a culture of collaboration and continuous learning.</p> <p>20. Ensure there are effective mechanisms in place to listen and respond to the voice of the people we support and that a person centred culture exists throughout the area.</p> <p>Making a corporate contribution</p> <p>21. Prepare regular performance reports for the Operations Director as required. Report on progress against regional development plan target, overall operational performance and key risks. Ensure that all reports for care managers and other stakeholders are of high quality and produced in a timely manner.</p> <p>22. Support the embedding of an open and transparent culture in services across the region leading to trust in the organisation and it's reputation. In particular ensure there are strong relationships with commissioners, care managers and community learning disability teams. Ensure there is excellent communication and involvement with families.</p> <p>23. Ensure the planning, developing and delivery of new services in</p>
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	<p>the area is performed to a high standard to meet the short and medium terms objectives of the organisation.</p> <p>24. Represent the Operational Director in their absence at monthly meetings (including the QA and Safeguarding forum) to ensure full engagement in operational decision making .</p> <p>25. Participate in the Operations Directors on call rota.</p> <p>26. Keep own learning and development up to date and attend training courses as required.</p> <p>27. Adhere to the staff code of conduct and be a positive ambassador for the organisation at all times</p> <p>28. Undertake any other reasonable management requests</p>
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PERSON SPECIFICATION	
Knowledge:	<ul style="list-style-type: none"> • Awareness of the needs of different people with learning disabilities and best practice in specific areas • Awareness of formal non-verbal communication methods • Understanding of the sector and external regulatory requirements • Knowledge of HR systems and processes including recruitment, disciplinary etc • Understanding of financial management in terms of planning, budgeting and monitoring of financial performance • Knowledge of safeguarding systems and processes
Skills and Experience:	<ul style="list-style-type: none"> • 5 years senior multisite social care operational management experience • Experience working within organisational policies and a regulated industry sector • Awareness of reputational/marketing activity in the sector • Skilled and confident in presenting a case for service improvement • A demonstrable track record of leading excellence and continuous improvement in service delivery and financial performance across services for adults with learning disabilities. • A highly effective leadership style and a demonstrable track record of developing high performing teams and a culture of excellence. • Strong person-centred values and demonstrable experience of developing best practice. Extensive experience of leading excellence in quality and regulatory compliance, including effectively managing serious incidents • Extensive experience of successfully opening new services

	<p>and integrating services from other organisations.</p> <ul style="list-style-type: none"> • Proven ability to develop individuals and teams • Ability to use information, data and systems to monitor progress and identify key trends and themes • Proven ability to develop and maintain good working relationships both internally and externally • Highly effective verbal and written communication skills • NVQ5 (minimum) in social care or equivalent • Experience of managing people through a formal performance management framework • Experienced in investigating complaints and service quality issues • Experience of working with Social Services and local authorities to commissioner level.
Competencies:	<ul style="list-style-type: none"> • Good numeracy and literacy skills • Proficient in the use of IT including word, excel and outlook • Full driving licence • Professional manner and presentation • Excellent understanding of written and spoken English/Welsh • Ability to engage and connect with different types of people • Flexible leadership style which recognises the differences in how people like to be managed • Proven management and leadership skills • Empathic • Logical thinker and focused on identifying pragmatic solutions to operational problems • Able to inspire and motivate others to encourage people to give their best performance • Gives and receives constructive feedback • Ability to self manage and plan and organise own workload • Ability to build effective working relationships with internal/external contacts Experience of working with Social Service, local authorities e.g. CQC/CSSIW/OFSTED • Positive role model - self-confident, trustworthy, honest, discreet, confidential, punctual and reliable. • Negotiation skills / managing conflict. Able to use information, data and systems to monitor and analyse progress. • Demonstrates confidence and credibility in their approach to working with people. • Able to identify systems that encourage sharing of best practice and recognise individual contributions. • Ability to build strategic alliances internally and externally and develop strong working relationships. • Able to travel regularly throughout the country, staying away from home.