

**JOB TITLE:**

Operations / General Manager

**RESPONSIBLE TO:**

Head of Service

**PROFILE:**

The Regional Operational Manager has responsibility for operations of services within their identified region with oversight for the provisions of care and the environment coupled with all regional matters pertaining to all regional operational work and statutory oversight. A primary focus for the region is in attaining stability, excellent outcomes for young people, developing outstanding services, professionally trained staff and attain financial viability to secure growth.

**The Regional Manager will primarily:**

- Ensure the operational management of the delivery of care and services including the environments.
- Provide Line Management support and supervision to Home Managers.
- Where there is a Home Manager absence/vacancy provide appropriate management support as necessary to ensure consistency of operations.
- Ensure that all staff adhere to organisational policies and procedures and relevant external legislation.
- Work to the strategies, budgets and plans agreed with the organisation, and collaborate in the conduct of regular evaluation of progress against service and wider organisational development plans.
- Work in conjunction with other members of the ROC Northwest Senior Management team & as required to do so, the wider Caretech Management team, to support the quality of service delivery across the whole group.

## MAIN DUTIES

- To ensure that each children's home under your responsibility meet and exceeds the standards and expectations contained in its Statement of Purpose as well as fully complying with Ofsted requirements and recommendations.
- Lead on all safeguarding matters. Ensure the safety of all children and staff, and that safeguarding practice, procedures and recording meet all current requirements and expectations.
- Direct and manage all matters of statutory compliance for the home (and the school where relevant) and ensure that all statutory requirements are met.
- Regularly scan the regulatory framework and maintain up-to-date personal knowledge of all statutory requirements.
- Ensure continual quality improvement to achieve and maintain excellent/good inspection reports.
- Work with the Head of Service and Referrals to meet agreed admissions and placement targets. Ensure that effective placement plans, risk assessments, risk management, education and health care plans, and all relevant documentation, are in place for all resident children.
- Identify, report and manage current and emergent risks, including those that may impinge upon safeguarding and statutory compliance or inspection rating. Devise and direct improvements to mitigate risks.
- Ensure that all ROC Northwest/ CareTech Group requirements for data capture and the use of CareTech Quality Management systems are met.
- Manage local budgets and financial controls. Work closely with Head of Service and Finance team and highlight any financing required to support key deliverable tasks
- To establish and maintain effective working relationships with Local Authorities and other key agencies to achieve best outcomes for young people, promote the business interests of ROC Northwest within the region and maximise opportunities to provide additional services to existing customers
- To liaise with ROC Northwest customers to ensure all quality assurance issues remain a key focus by way of regularly seeking customer feedback on service provisions
- To ensure consistency of Regulation 32/44 inspections via continuous monitoring of standards
- To investigate complaints and attend community meetings as and when required
- To support the process of establishing and maintaining a stable, competent and motivated staff team in all of our homes. This will include completing management investigations and disciplinary hearings as and when required
- To offer inspiration, leadership, managerial guidance, direction and support to staff at all levels
- To ensure that company policy and procedures are adhered to and that there are systems in place to monitor the administration of each of the home's affairs
- To ensure high levels of productivity and best use of company resources through close monitoring of rotas and monitoring training attendance
- To ensure that each establishment is maintained to a high standard in line with Health and Safety requirements so that staff and young people can live and work in safe and comfortable environments

- To promote the company's equal opportunity and anti-discriminatory practice policies in relation to all staff and young people
- To assist the Senior Management Team in maintaining and promoting best practice throughout the regions and group as a whole
- To assist with regular analysing of Key Performance Indicators and addressing patterns/trends to ensure continued improved performance
- To provide Senior Management cover as and when required and complete all other duties reasonably agreed (to include Senior Management On-call duties)
- To provide information and contribute to the Operations and Risk & Referral meetings on a regular basis
- Contribute to the smooth openings of new homes and ongoing development across the whole group
- Oversee the recruitment activity and allocation of candidates to vacancies within the region
- Carry out training needs analysis for the region and participate in planning and delivery of the ROC Northwest training programme
- Provide support, guidance and effective supervision and appraisal review to assigned Registered/Home Managers
- Provide effective induction to new managers within the region in line with Company policies & practices
- Liaise with the Head of Service, Referrals personnel, Home Managers and Head Teachers regarding referrals and appropriate matching of referrals
- To carry out other duties reasonably requested by the Head of Service, which fall within the remit of the role and the capabilities of the post holder

### Measures of Performance

#### Customer

- Local authority satisfaction with ROC Northwest group service
- Frequency and positive outcome of local authority meetings
- Winning new business, contracts and preferred provider status
- Good/ Outstanding Inspection results with no/minimal requirements or recommendations

#### People

- Staff morale – ensuring this is at the highest level possible
- Staff efficiency – capable staff with strong ability in both care and achievement
- Staff efficiency – correct levels of personnel to support strong care provision
- Staff retention
- Effective oversight of management of staffing in all homes
- Placement numbers, against current and future capability
- Good referrals conversion rates and placement stability
- Attaining a high standard of care and quality (minimum Ofsted rating of good / less than 2 recommendations/ requirements in homes)

- Defined Key Performance Indicators across weekly, monthly and quarterly reporting.

#### Financial

- Revenue growth
  - Gross margin contribution
  - Net margin contribution
  - Profit contribution
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#### Outcomes

- Increased performance in existing residential homes within the specified region both in terms of the quality of care and the financial strength, and supporting the young people with increasingly challenging behaviours;
- Assist the Head of Service, as required, in assessing and developing new capabilities on a regional basis helping to put in place infrastructure and attracting the quality and quantity of staff and homes;
- Contract and preferred provider wins;
- Increased placement numbers;
- Improved margins and profit in existing areas;
- Attainment of company top standard for service delivery to local authorities in respect of residential care;
- Attainment of company standard for margin and profit in existing homes and any future developments;
- Attainment of high reputation for ROC Northwest as provider of choice with local authority customers;
- Delivery of marketing and operational plans in residential care;
- Culture change to accurate planning and delivery within agreed timescales;
- Attainment of good and outstanding Ofsted ratings/ excellent feedback.

**The above is not meant to be an exhaustive list but a summary of the important elements of the role.**

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#### ADDITIONAL INFORMATION

It is the nature of the work of ROC Northwest that tasks and responsibilities are, in many circumstances unpredictable and varied. All employees are therefore, expected to work in a flexible way when the occasion arises so that tasks which are not specifically covered in the job description have to be undertaken. These additional duties will normally be to cover unforeseen circumstances or changes in work. If the additional responsibility or task becomes a regular or frequent part of the member of staff's job, it will be included in the job description in consultation with the member of staff.

**ROC Northwest and Caretech PLC is committed to quality, equality and valuing diversity.  
This post is subject to a satisfactory criminal records check and satisfactory references.**

**Job Description Approved by (on behalf of the company):**

(Sign).....(Print).....(Date).....

**Job Description Accepted by (employee):**

(Sign).....(Print).....(Date).....