

EXCITED

About the future



Job description

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| Job title: | Regional Operations Manager |
| Reports to: | Operations Director |
| Management of: | Area Operations Managers |
| Job family: | Inclusive Communities & Partnerships |

Purpose of the role:

The Regional Operations Manager will be ultimately accountable for the performance of people in the regional area; for service delivery and managing the associated risks. The Regional Operations Manager is also responsible for understanding the priorities in-line with the PS strategic plan and is responsible for implementing these within the region; including being a leader of change for the region.

Key responsibilities

The key roles for Regional Operations Manager are:

- Workforce leader
- Risk management
- Strategic thinker
- Commercial driver
- Change leader

Workforce leader

The Regional Operations Manager is ultimately accountable for the performance of people in the regional area, to positively impact on service delivery. They will know at all times the key people metrics, but will also understand and challenge beyond the data to inform and check their judgement and knowledge of teams.

KPI's:

- Sets positive performance culture in regional area through personal leadership, role modelling behaviours expected within the team and providing honest feedback and coaching to others
- Demonstrates an awareness of self and responds positively to feedback and acts upon it
- Has an active presence within the regional area, creating an open and honest culture where mistakes are not hidden and people feel empowered and accountable.
- Undertakes effective workforce planning and promotes development of others, looking at future resourcing needs, identifying both skills shortages and top talent

What matters to me standards:

- People who work with me
- Managing my support

Ways in which you might show or measure this?

- Achievement of People KPI's, with action plans in place to address any areas of under performance
- Evidence of cascading PS wide and corporate messages and how change has been implemented in teams
- Quality of SYF reviews and appraisals, which will be assessed through the moderation process
- High levels of engagement in ROM patch as measured through engagement survey, IIP and Best Companies

Risk Management

The Regional Operations Manager is ultimately accountable for service delivery and managing the associated risks. They will know at all times whether the regional area is performing well or not and be able to report on this in accountability meetings, identifying risks and the actions taken to mitigate this. They will ensure their team have the judgement and are empowered to recognise incidents of underperformance and take the right steps to address this, creating a proactive, honest and achievement driven culture.

KPIs

- Ensures all quality processes on compliance and monitoring, self assessment, validation are fully embedded and appropriately prioritised in teams across the regional area
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- Takes accountability for any compliance, special measures, complaints and critical incident issues, ensuring accurate and prompt reporting from teams, supporting AOMs to make judgements on right remedial actions
- Develops the teams to enable them to make sound judgements so they monitor, assess and report on any risks or points of failure
- Ensures sound and efficient financial, contract and risk management across regional area, using data to evidence this.
- Uses data and KPI's to understand and assess risk and uses judgement to see points of failure and drives the team to take action to resolve

What matters to me standards:

- Getting my support right
- Doing the best for me

Ways in which you might show or measure this?

- Understanding the reasons for critical incidents with actions in place to look at specific issues as well as understanding the bigger picture and what this is telling us about service delivery
- Achievement of relevant Quality and Financial KPIs (measured through MIT)
- Risk rating and issues raised through accountability with plans in place to manage/mitigate risk

Strategic thinker

The ROM is responsible for understanding the priorities in-line with the PS strategic plan and is responsible for implementing these within the region. Responds to the changing internal/external environment and adapts how the PS strategy is implemented to respond to this change. Plays a key role in contributing to the PS strategy and takes the lead in certain key areas/projects to drive the strategy development across PS.

KPI's:

- Translates the strategy so the regional team is clear on their role and how they can support it
- Allocates resources in a way that supports the delivery of the strategy
- Provides feedback to make sure that the business responds to the needs of the PWS
- Works with other colleagues to support the development of the PS strategy

What matters to me standards:

- My paperwork
 - Managing my support
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Ways in which you might show or measure this?

- Can talk about how strategy has been implemented in regional teams
- Has a workforce plan for the region that supports the strategy
- 360 feedback about role and contribution made

Commercial Driver

The ROM will work to retain existing business as well as develop and drive growth across their regional area, contributing to the regional growth plan with the OD and BDM. The ROM will ensure resources are used to effectively plan for growth and ensure all opportunities are identified and maximised.

KPI's:

- Takes accountability for the meeting of growth targets in regional area both organic, contractual and Mencap Direct, ensuring teams are skilled, resourced and motivated to succeed
- Works with the commercial team on planning our approach to retaining new business
- Takes accountability for identifying ways in which the region could improve and expand their service provision, and works actively with the BDM and commercial team to ensure that these initiatives are brought to the attention of both current and potential customers.
- Develops and maintains a network of relationships with external partners to promote and secure Mencap's future growth.

What matters to me standards:

- Getting my support right
- Helping me to make choices
- Managing my support

Ways in which you might show or measure this?

- Achievement of customer KPI's around growth and retention of current business
- Can talk about regional business plan for growth and stakeholder contact made to achieve this
- Evidence of internal and external networking and can demonstrate what this has achieved

Change leader

Change is a constant in PS, as we try to improve our market share in challenging financial and service markets. The ROM role needs to be flexible, positive and up for change, recognising that staying still is potentially risky. ROMs must be able to describe and sell the benefits of change and to make it really embed in their

areas. This means understanding the critical role of their people's behaviour and their own personal behaviour in making change happen effectively

KPI's:

- Ensures information is effectively disseminated across regional area to ensure whole regional areas have the information they need to embrace change
- Is proactive in identifying barriers to change and seeking ways to overcome them
- Identifies need for cultural/behaviour change within self and teams in own regional areas to make change stick
- Leads people through the change process, ensuring that people are properly motivated and supported to make the adjustments in behaviour and performance required

What matters to me standards:

- Getting my support right
- People who work with me
- Managing my support

Ways in which you might show or measure this?

- Evidence of change embedding in regional area, what looks and feels different and how people have adapted behaviours
- 360 feedback about how teams have experienced change
- Engagement data

Leadership

Effective leadership is the key to the success of Mencap. We have developed a leadership approach that we call 'Our Leadership Way'. See separate document for detail.

Our leaders are able to demonstrate that they have the potential to excel within all elements of the Our Leadership Way framework. Our leaders demonstrate a genuine passion for Mencap and will represent our core values at all times. As a champion of Our Leadership Way you will apply our leadership code to all aspects of your daily working; committed to upholding professional standards within Mencap, you will approach all aspects of your role in an enthusiastic and positive manner. You will also be expected to:

- engage in our appraisal process and ensure all your team members participate fully in this, offering support where needed; and
- promote and engage with our talent programme ensuring high performers are offered specific support and opportunity to pursue their career development in Mencap as far as possible.

Our values



You will role model our five values in all your work activities and also ensure your team displays these values in their everyday work.

Switched on about learning disability

We expect our people to be up-to-speed with the current world of learning disability, know about the challenges and realities people face and understand the impact Mencap is trying to bring about. We expect leaders to have an interest in, and desire to know more about learning disability, and role model this with their teams.

Collaboration

We expect people to be brilliant at collaborating across teams, functions, service types and perspectives so that people with a learning disability and their families receive the joined-up support they need. Leaders will break down silos and cliques and challenge blinkered or habitual thinking. People will know and love all that Mencap does, not just the work they do.

Final comment

This job description is not exhaustive and reflects the type and range of responsibilities and outcomes associated with this role in Mencap.

Person specification

| Skills & abilities | Essential/Desirable |
|---|----------------------------|
| Actively seeks to do things better for individuals receiving the services | E |
| Emotional resilience: able to remain calm when others may be agitated or anxious | E |
| Motivated to learn new things | E |
| Gets on well with colleagues | E |
| Aims high – achieves in the workplace | E |
| Communicates effectively, verbally and in writing | E |
| We expect leaders to have an interest in and desire to know more about learning disability and role model this to their teams | E |
| Skills in inspiring and leading others | E |
| Computer literate | E |
| Able to plan and manage multiple budgets | E |
| Able to manage the link between contracts, funding streams and service budgets, over a number of services | E |
| High skills in planning and prioritising | E |
| Coaching skills | E |
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| Knowledge and experience | Essential/Desirable |
| Broad experience of managing people, including developing individuals and teams, recruitment and workforce planning | E |
| Experience of service reviews | E |
| Good understanding of how to develop quality and performance | E |
| Appreciates how to handle complaints and critical incidents | E |
| Experience of managing and using information to inform judgments and make recommendations | E |
| Experience of developing services | E |
| Previous experience working in learning disability services | E |

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|---|---|
| Experience of managing sometimes complex relationships with a range of stakeholders | E |
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| Able to travel to different work locations | E |
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Qualifications

Essential/Desirable

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| NVQ level 4 in social care or equivalent | D |
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