

<b>Job title:</b>	Area Operations Manager, Northern Ireland
<b>Job family:</b>	Employment & Personal Development - Personal Support
<b>Reports to:</b>	Regional Operations Manager
<b>Management of:</b>	Service Managers

The Area Operations Manager will lead the Service Managers to ensure the services we deliver are most importantly safe and delivered to a high quality standard that represents Mencap. Through effective leadership and judgement, the AOM post will set the priorities and actions to ensure we achieve this, bringing together all the elements that contribute to this.

### **The key roles for Area Operations Manager are:**

- Workforce developer
- Manager of finances and resources
- Verifier of quality and practice
- Business development and growth
- Manager of information

### **Workforce developer**

AOM's will ensure that the Service Managers are utilising and developing their own and their teams performance and the key focus is being placed on ensuring we have highly engaged and competent teams focussed on delivering high quality services to the people we support.

- Supports the Service Manager in ensuring teams have the right skills and development to perform at highest levels and uses management information to identify workforce improvement requirements and has plan in place to drive this
- Through effective leadership drives a positive culture that promotes honesty and ensures we have highly engaged teams that deliver good quality services
- Undertakes honest reviews of performance using Shape Your Future tools and framework and ensures this is being used effectively to drive team performance, with particular focus on ensuring the end of year validation is objective and accurately reflects performance levels
- Uses feedback and coaching skills to motivate individuals and teams to perform to their potential

- Uses Management Information to analyse key trends and issues and understand what this is telling us about our people by spending time in services to validate this to get to the root cause of areas where we can improve

## **Manager of finances and resources**

The ability to understand and confidently plan and manage the area financial budget and area resources is key to the role of the AOM, who has overall responsibility for financial performance in their area. The varied profile of services requires the AOM to have an effective understanding of funding arrangements and the differing resource requirements for services.

- Undertakes rigorous review of financial performance across the area and identifies opportunities and threats at an early stage and puts in place a plan to address
- Responsibility to ensure risk is managed and all cost centres achieved agreed income and contribution levels and expenditure is managed effectively; including implementing recovery plans for voids and supporting debtor management
- Ensures effective staff utilisation for area and identifies trends and underlying issues to ensure this is within agreed levels

## **Business development and growth**

To meet the challenges of securing, transforming and developing services, the AOM role needs to drive and support the development of growth in their area. The AOM will have joint accountability for growth with the ROM and both will work with the Business Development Team to ensure growth targets are achieved

- Contributes to Regional Business Development Plan based on knowledge acquired to identify and target new growth opportunities and maximise income through current and new funding providers
- Identifies targeted areas for growth and undertakes pro-active marketing and promotion of local services with key stakeholders to include Mencap Direct
- Actively demonstrates a commitment to the design and delivery of personalised services
- Works with key commercial colleagues and external agencies to spot, develop, and nurture new business opportunities

## **Verifier of quality and practice**

The AOM will undertake the responsibility of the registered manager for the domiciliary agency/ies in their area to ensure compliance across locations delivering personal care as a regulated activity. As service managers take greater responsibility and ownership of regulatory compliance and quality performance through self assessment, the AOM will support and verify this through sampling and honest and open discussion with teams during monitoring visits and as part of the service review process. The AOM will drive the “what matters most” review process

and support service managers and teams in progressing their quality and practice performance through these.

- The AOM will have an active presence and visibility in services, spending time with people having conversations and observing teams, to enable them to make sound judgements on practice and be confident we are delivering safe and compliant services
- Ensures all locations within their area delivering regulated activity are compliant with regulatory requirements and that any non compliances are quickly and accurately identified, with a plan in place to address issues
- Encourages and drives teams to review and extend their practice through self assessment and to deliver high quality standards as measured thorough What Matters Most
- All complaints and critical incidents are effectively responded to and resolved within agreed time-scales with actions arising from these being completed quickly and looks at the root cause of issues to be able to take the learning from these to implement preventative strategies

## Manager of information

The AOM has a critical role in the transmission of information both to and from services and must demonstrate efficiency in the collection, reporting and analysing of information to drive service improvements. Equally the role requires an ability to use data to inform and support planning and management of the area, to identify where the Area Operations Managers need to focus and prioritise their time.

- Responsibility to drive the use of information and data to understand how we are performing at a service level, how we identify areas of good practice and areas that require improving, identify where there are any underlying causes and how do we take action and learning from these to be the best we can be
- Ensures all communications are cascaded to Service Managers and then regional teams
- Actively seeks and reviews information to inform judgement across range of activities and instigates appropriate action
- Meets agreed deadlines for reporting and information requirements and processes, and ensures service managers are compliant with data requests

**On-call responsibility will be undertaken as an essential part of the role within an agreed regional roster system and payment for this is included within the salary for the post.**

## Person specification

This section outlines the things you will need to be able to demonstrate to be a successful Area Operations Manager. We expect that people will work to Mencap's values in everything we do.

- **Being people centred**
- **Empowering, including and respecting all people**
- **Challenging wrong ways of thinking about learning disability**
- **Transforming lives**
- **Being brave and developing new ideas**

### Behaviours you will need

### Essential/desirable

- |  |   |
|--|---|
| • Positive about working for Mencap                                    | E |
| • Works well with all of their colleagues                              | E |
| • Takes responsibility for their own development and that of others    | E |
| • Promotes and develops team work that engenders trust                 | E |
| • Honesty about own performance  | E |
| • Open communication style that's two way and engaging                 | E |
| • Effective judgement and Leadership to achieve results through people | E |

### Experience you will have

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|---|---|
| Ability to and exposure to leading, developing and motivating people                          | E |
| Experience of managing multiple budgets, debtor management and financial management processes | E |
| Experience of leading a range of service type contracts                                       | E |
| Experience of leading service quality processes   | E |
| Experience of risk management   | E |

### Knowledge you will have gained

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|---------------------------------------|---|
| Knowledge of sector/service types     | E |
| Regulatory framework for service type | E |
| Service design, frameworks and tools  | D |
| Contractual requirements              | D |
| Experience in developing business     | D |

### Qualifications

- |                                       |   |
|---------------------------------------|---|
| NVQ level 4 in Social care/management | D |
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