

## JOB DESCRIPTION

<b>Job Designation/ Service</b>	<b>Operations Manager</b>
<b>Salary Point and scale</b>	
<b>Responsible to</b>	<b>Head of Care</b>
<b>Location</b>	<b>Mobile across North Cumbria Region</b>

### **Job Purpose and Direction:**

- Reporting to the Head of Care, and working alongside your partner Operations Manager, you will be responsible for leading and managing a cluster of Registered Service Managers of A Wilderness Way under Multi Building Registration (MBR). Providing clear direction and support, positive role modelling in the services, supervision, performance management and appraisal of performance to achieve key performance indicators.
- Managing through your people, you will support the Head of Care in ensuring that the operating model is fit for purpose, our services operate to outstanding levels of care and ensure that the financial and operating objectives are met through effective leadership, management and deployment of objectives and key performance targets for the services.
- You will liaise with the Referrals Manager to ensure the assessment and processing of referrals coming into the organisation, working in partnership with them to ensure the Registered Service Managers appropriately partner and collaborate with the functions including the MDT, social workers and their relevant placements teams. You will be responsible for leading the Registered Service Managers in ensuring that the children coming into placement are matched to the organisation, the team around the child and the other children within the services and that all information pertaining to the children is robust.
- Acting as a role model for Registered Service Managers and all other employees by practicing and promoting the vision and values of the Company; demonstrating best practice in leadership and management and coaching and mentoring Managers to support their development of best practice skills.
- Producing regular management information and ad hoc reports as required by the Head of Care relating to occupancy data, regulatory gradings and any relevant performance monitoring.
- Supporting the Head of Care with the delivery of the operating model. Driving the highest standards of care and education, working to Government legislation and Company standards, policies and procedures.
- It is anticipated that this role will be mobile in our services at least 75% of the time, working directly with the Registered Service Managers under Multi Building Registration and supporting them to embed our new operational structure and model.

### **Expectations**

- You have a robust understanding of inter-agency safeguarding, advocating the concept that residential children's services play a vital part in the safety and happiness of an often-marginalised group of children
- In-depth knowledge of the Social Care Common Inspection Framework and be well versed in using this in audits, mentoring and coaching the team

- You have an inherent passion to provide stability and progression for children looked after through development of high-quality services that deliver beyond expectations of regulators and other key stakeholders
- Through the effective leadership of the Registered Service Managers, you must ensure children's safety and well-being is appropriately protected at all times (including those who may go missing or may be at risk of harm, including exploitation, neglect, abuse, self-harm, bullying and radicalisation)
- You are able to inspire and lead a team of staff to deliver high quality care.
- Your leadership and management will result in positive experiences and progress for children and young people.
- You will actively promote tolerance, equality and diversity, and challenge any discriminatory behaviours.
- You have a good understanding of all aspects of practice that relate to managing children's homes and supporting others to do so.
- You have a good understanding of any relevant, up-to-date practice models, including research and innovative practice, which you will use to underpin the way you actively support A Wilderness Way Homes.
- You have a robust understanding of the legislation and guidance that applies to children's homes and children in care. You are able to apply this knowledge to managing high quality services.
- You have a good understanding of Ofsted's policies and procedures, including guidance on the children's homes inspection framework.
- You will ensure that our workforce is performing in line with best practice, is engaged with the organisational and that everything they do is in line with our safer working practices. You will achieve this by ensuring that our Registered Service Managers focus on their people as well as the children they look after and that they effectively manage their Home Managers.
- You will ensure that the processes and policies are in place to support the team around the child and are clearly understood, and managed against, across all levels in the organisation.
- You will ensure all rotas are in place for each service incorporating holidays training etc to ensure services are fully staffed and in line with service budgets.
- Under the leadership of the Head of Care, you will work collaboratively with the Referrals Manager in ensuring that our services are fully occupied in line with agreed targets and expectations. You will work closely with Managers to ensure services are able to accept emergency placements promptly when needed and the planned placements in other services (hubs, dual occupancy, etc) are well prepared and able to support timely referrals.
- Through the utilisation of an Operations Data Analyst/Administrator, you will ensure that key performance indicators are established, measured against and utilised to inform process and continuous improvement initiatives, utilising other functional teams and stakeholders where appropriate.
- Ensure that all elements of the role in line with the job description are being delivered or escalating where this is being challenged.
- Work with the Training Team to ensure that the services have suitably qualified and experienced staff teams.

## Duties and Responsibilities

- Under the leadership of the Head of Care, oversee the management of A Wilderness Way Residential Homes and ensure the efficient operation of the service in accordance with the relevant legislation, procedures, policies and SOP's for individual homes.
- Working in line with the Social Care Common Inspection Framework, carry out monthly quality review and monitoring to ensure that our Registered Service Managers are coached, mentored and managed in line with regulatory requirements
- To produce and oversee development plans for each service, ensuring the delivery of high quality, informed practice in line with the Company's approach to care.
- To evaluate standards of performance, in line with Regulations 44 and 45. Including developing plans which address strengths and weaknesses identified through these activities.
- Liaise with the various internal and external teams and placing authorities to ensure that the care needs of new and existing children are met. Specifically, in relation to plans and objectives for placements set out at point of referral to AWW.

- Work with the Referrals Manager to meet agreed admissions and placement targets.
- Work in partnership and collaboratively with the Quality Function
- Assist with mentoring and managing Care Coordinators
- 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 working closely with the functional and governance teams across the organisation, seeking advice and guidance where appropriate.
- Report on quality of service and agreed Key Performance Indicators on a monthly basis to the Head of Care and Director of People and Operations.
- Attend weekly check-in meetings with the Operations Leadership Team, escalating concerns and demonstrating best practice and continuous improvements in approach.
- Provide on-call escalation support where required.
- To ensure that the Company's financial and administrative procedures are adhered to and to work within a set budget.
- Leading a team of Registered Service Managers to promote individual rights and providing good quality care which is free from oppression and where differences are respected and valued.
- To take responsibility for liaising with regulators in relation to how homes are managed.
- Ensure all necessary documentation required by regulators is completed to a high standard and be available for inspections, checks or interviews as requested.
- To oversee an On-Call system which ensures 365 24/7 support to all AWW homes in England and Scotland whilst supporting the work life balance of our management teams.
- Ensure continual quality improvement to achieve and maintain Ofsted ratings of Outstanding/Good.
- Ensure that our employees continually improve on their working practice and ensure that they are effectively managed in all areas including talent, development, employee relations, performance management and resourcing/recruitment.
- Ensure that safe systems of work are employed by all staff at all times in accordance with the Health and Safety at Work legislation and the high expectations of A Wilderness Way Employees. Cooperate with designated personnel exercising their responsibilities in relation to the Health and Safety at Work Act.
- 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.
- Be a champion for the organisation in relation to the concept of 'safer working practice' as highlighted in the guidance for safer working practice (see link below)<sup>1</sup>
- Direct supervision of Registered Service Managers, as assigned by the Head of Care.
- To participate in a range of corporate and management activities as defined by the Board.
- Demonstrate an ambitious vision, have high expectations for what all children can achieve and ensure high standards of individualised care
- Ensure the progress that children and young people are making is at the heart of service delivery and development.
- Provide a supportive environment for staff through effective supervision and appraisal.
- Be a central point of contact for the Head of Care and Executive team in relation to each home's strengths and weaknesses.
- Prevent shortfalls, identify weaknesses and take decisive and effective action when there is a potential quality or safeguarding issue.
- Support all managers to ensure the homes are achieving their stated aims and objectives.

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<https://www.saferrecruitmentconsortium.org/GSWP%20COVID%20addendum%20April%202020%20final-2.pdf>

- Nurture and maintain professional relationships to ensure the best possible all-round support to children and young people in all areas of their development.
- Support managers to actively challenge when the responses from other services are not effective.

- Actively champion and promote tolerance, equality and diversity.
- Ensure children's views, contributions and participation impacts the way we manage our services.
- Any other such duties as may be required from time to time by the Head of Care and Director of People and Operations.

## PERSON SPECIFICATION – OPERATIONS MANAGER

<b>Area</b>	<b>Criteria</b>	<b>How Assessed*</b>
<b>Experience</b>	1.1 At least 6 years in depth, recent residential childcare experience working with young people with challenging behaviour	A,I
	1.2 At least 4 years' management experience in a care environment, including recruitment, training, managing performance, disciplinary interviews	A,I
	1.3 Experience of working with OFSTED and other regulatory bodies, and understanding frameworks and assessment standards	A,I
	1.4 Experience of handling conflict and managing sensitive issues to achieve positive outcomes	A, I, T
	1.5 Experience of managing complex budgets	A, I
	1.6 Experience of working in accordance with established policies and procedures and of developing and implementing new policies, practices and procedures	A, I
	1.7 Experience of managing health and safety issues, undertaking fire safety and health and safety checks and ensuring compliance with legislation	A, I
<b>Knowledge</b>	2.1 Up-to-date knowledge of relevant Child Care Legislation, Government Guidance and Best Practice.	A, I, T
	2.2 Detailed, working knowledge of Child Protection Policies and Procedures.	A, I, T
	2.3 Comprehensive understanding of child development and strategies for Managing Challenging Behaviour	A, I, T
	2.4 Understanding of the complexities of group living	A, I
	2.5 (5-18, primary and secondary)  Strategies for raising children's achievements (educationally and socially)	A, D

	2.6 Strategies for promoting children's spiritual, moral, social and cultural development including knowledge about citizenship and ethnic and cultural diversity	A, D
	2.7 Strategic planning linked to service Improvement	A, D
	2.8 Knowledge of child protection and health and safety issues	A, D
	2.9 Commercial aptitude	A, D
	2.10 Use of comparative data to establish benchmarks and set targets for improvement	A, D
<b>Education/ Training / Qualifications</b>	3.2 Level 5 Diploma in Leadership for Health and Social Care and Children and Young People's Services	A, D
<b>Skills &amp; Abilities</b>	4.1 Ability to support the management of homes and schools including allocation of duties and responsibilities, staff deployment, day-to-day supervision and oversight	A, I
	4.2 Excellent verbal communication skills with staff, young people, families, the local community and external organisations	A, T
	4.3 Ability to manage, monitor and improve performance in order to provide excellent services and to develop effective team performance	I
	4.4 Ability to make informed decisions, give direction and lead by example	A, I
	4.5 Ability to work as part of a team and across all functions and services	I
	4.6 Ability to present as a stable and consistent role model for young people, staff and the organisation.	I, T
	4.7 Ability to multitask and prioritise using effective organisation and planning skills	A, I
	4.8 Excellent written communication skills, particularly in relation to writing reports and letters	A, T
	5.1 Ability to support the core values of A Wilderness Way.	A
<b>Other work-related requirements</b>	5.2 Willingness to undergo a satisfactory enhanced DBS check and to register with the DBS Update Service <b>OR</b> hold a satisfactory enhanced DBS check for the correct workforce <b>plus</b> existing registration for the DBS Update Service	D

	5.3 Ability to understand the needs of people from diverse cultural, social and racial backgrounds including those who have experienced an unsettled childhood	A, I
	5.4 Willingness to provide on-call cover and on-call escalation support.	A, I
	5.5 Full driving licence (preferably without endorsements)	A, D

### **General Statements**

The above duties and responsibilities do not include or define all tasks that may be required by the post holder. The duties and responsibilities may vary without changing the general character of the duties or the level of responsibility entailed.

### **Equal Opportunities**

A Wilderness Way supports Equal Opportunities in Employment and opposes all forms of unlawful discrimination on grounds such as colour, race, nationality, ethnic or national origin, sex, marital status, disability, sexual orientation, religion or belief and age. You are expected to comply at all times to the Company's EO Policy and Guide to Equality document.