



## **Director of Operations**

Information pack

Full time, office and services based 3 to 4 days a week

Salary Circa £80-90k Negotiable

Web site

[www.southendcare.co.uk](http://www.southendcare.co.uk)

# Welcome and background

Many thanks for your interest in our Director of Operations position.

Southend Care Ltd is a Local Authority Trading Company (LATC), which is wholly owned by Southend City Council who are the sole shareholder. The Southend Care Board comprises of a combination of Non-Executive, and Executive Directors, and we retain a majority of non-executives. The board saw three new non-executive members join in April 2025, including a new Chairperson, developing the skills of the board

The Southend Care board report to the shareholder board which is made up of a group of cross party elected members.

Southend Care has traded successfully throughout its operating period being in profit in all but one year of trading. Last financial year we had a trading profit more than half a million and were able to deliver efficiencies to our local authority owners of over £500k.

The company started with the TUPE transfer of several Council services and has grown from there. We have successfully worked with staff teams to achieve our values driven culture, and modernisation of our services both in terms of the care and support services, and in the locations, we operate from.

We work based in an ever-competitive social care marketplace and seek to achieve market rates of pay and costings for our services. We have achieved significant cost reductions in our service delivery costs, at the same time as increasing the acuity of needs for the people we support.

We continue to strengthen our partnerships with all our stakeholders as we recognise that collaboration across commissioners, other providers, the not-for-profit sector, our staff, our communities, and the people we support is vital for the challenges facing social care going forward.

We thank you for your interest in our organisation which was formed in 2016 and look forward to working with someone who will help drive the company forward for our next period of growth and development.

Peter Thompson

Managing Director

Southend Care Ltd

## About Southend Care – what we do

Like many social care provider organisations, our work develops over time. Our primary focus is to deliver quality cost-effective social care and support services to the people of Southend City and surrounding areas. Our work is commissioned by local authorities, health partners, and privately funded individuals.

Our main service base is Brook Meadows House, which is a newly built facility which opened in 2022 in Westcliff on sea. Our offices are co-located in the same building. Our service portfolio is currently as follows:

- Registered care, also providing discharge to assess beds. This service supports people with a range of complex needs, along with long term admissions and private clients.
- Reablement, Domiciliary Care, Enhanced Discharge, and Private Homecare.
- Employment support services to people with learning disability and autism.
- Engagement services on multi sites supporting people with a range of needs with learning disability and autism, from mild to complex needs.
- Supported living services on multi sites providing support to a range of needs including learning disabilities and mental health.
- Extra care support to people with a wide range of support needs.
- We operate as the Provider of Last Resort for the City Council, meaning we operate to step in to support providers who have failed to comply with standards or who require additional support to continue to operate. This can be very diverse, and we have stepped in on 20 occasions in the past 3 years.
- We are currently working on plans to commence delivery of services to children and young people.

Our turnover is more than £12million and we employ approx. 330 staff and supporting 1000 people per year.



## Southend Care – our people and performance

We have a passionate and committed workforce which are our key resource for the delivery of quality care and support services. The size, compact operating area, staff training, and management approach all contribute to us having sector leading operating performance. We strive to learn from our work and to be better, with our staff having embraced change positively. Steady growth and our ability to support people with increasingly complex needs creates opportunities for staff development and promotion.

Some key information:

- All our Care Quality Commission (CQC) registered services are rated GOOD.
- Staff turnover significantly outperforms sector average – currently 13% which is higher than our norm due to restructuring.
- Our sickness absence remains below 4% and often lower.
- We normally have a small number of vacancies being recruited to.
- Agency use last year less than 2% of our staff budget.
- All our care staff paid at Real Living Wage or above after probation.
- 90% occupancy in our private beds.
- Staff training at 95% completion.
- 80% plus positive feedback in staff survey.
- Significant investment in assistive technology and digital social records.



## Our values and behaviours

Our values and behaviours are a key part of organisation, they are central to our work, and our values and behaviours champions lead on ensuring that these remain the focus of our work with the people who we support.

Our values are:

- We are caring – always providing person centred care and support we would want for ourselves and our loved ones.
- We are passionate – about care and being part of Southend Care Ltd.
- We are innovative – able to take on new challenges and seek solutions with a balanced care and commercial mindset.
- We are empowering – enabling everyone to fulfil their potential, taking ownership and being accountable.
- We are diverse – inclusive, recognising diversity through celebrating difference.

Our behaviours are:

- I positively embrace change
- I am solution focussed
- I adhere to all policies procedures and processes
- I support others as part of a team
- I treat everyone with dignity and respect
- I work with honesty and integrity
- I challenge others and take appropriate action
- I take ownership and personal responsibility
- I work to professional standards
- I am people focussed
- I recognise when I need additional support

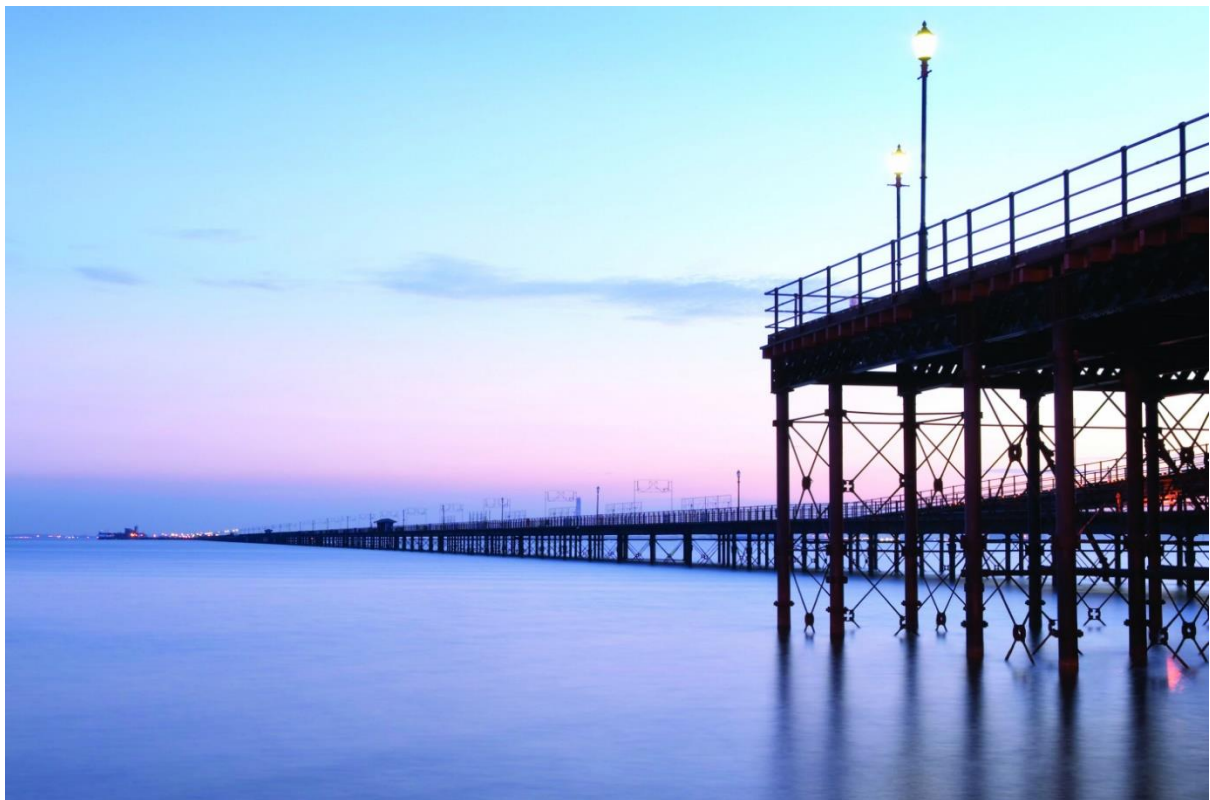




## About Southend on Sea

Southend on Sea is an internationally known area which relatively recently acquired city status. It has an approximate population of 180,000 and has areas of deprivations as well as more well-off areas. Famously known for its Pier, Southend is a vibrant area for culture and tourism. It has 5 museums, and 2 nationally recognised art companies, 3 theatres. Including one regional theatre. One university, two colleges, and 56 schools.

It is a growing city and hosts London Southend airport, and areas of business innovation. Being in the Southeast of Essex it borders Essex County Council, the river Thames, and English Channel. It has the same range of social care challenges facing other areas of the country and seaside locations. Southend Care's success will depend on having the flexibility to deliver creative solutions to the City's changing needs, and financial constraints. We work closely with the local authority to change our services to meet these changing needs.



## The opportunity

The board are seeking to recruit a Director of Operations who will work with the Managing Director, and Director of Corporate Services as part of the management team.

We have a small management team who work across a broad range of service models. We are ambitious as an organisation, and have seen growth in our service provision, alongside a period of modernisation and efficiency in delivery. We are developing a new 3-year business plan and will be widening the service offering.

We are fortunate in that we provide a wide range of service models with different client groups. We welcome people from a variety of backgrounds who have demonstrable senior management experience and hold relevant qualifications.

The post is full time, and we operate a hybrid model of working. However visibility and leadership within the business and services is our priority, and we all offer a degree of flexibility to meet the changing needs of the business.

The relatively small geography of our operating area and accessibility of senior managers means we have a committed and well engaged workforce, many of whom have worked for the organisation for many years.

### **How to apply:**

Applications will be in the form of a CV and covering statement explaining the reason for interest in the role, the relevance of your experience, and any key skills you would bring to the organisation.

Closing date for applications is 20<sup>th</sup> October 2025

Shortlisting will take place via teams introductory meeting, with long list in person interviews at our head office during week commencing 10 November, then further in person interviews for the final shortlisted candidates will take place week commencing 17 November 2025.

The interview process will include meeting other managers in the organisation, a panel of people we support, an unseen short presentation, and meeting members of the board and a representative from the shareholder.

We look forward to hearing from you if you are excited by the opportunity in working with us.