

The Avery logo is centered in the upper half of the page. It features the word "Avery" in a white, sans-serif font. The letter "A" is stylized with a small triangle cut out of its top-left corner. The background consists of several overlapping, semi-transparent triangles in various shades of blue, creating a geometric pattern.

Avery

# General Manager

Job Description

|                    |                   |
|--------------------|-------------------|
| <b>Job Title:</b>  | General Manager   |
| <b>Reports to:</b> | Regional Director |

## Job Description:

The General Manager role is central to bringing our vision and values to life.

The vision is Creating Meaningful Lives Together, Excellence in Every Detail and values are Caring, Supportive, Honest, Respectful and Accountable.

As General Manager, you are the custodian of our residents' well-being, the mentor of our teams, and the guardian of your home's reputation. This is a high-impact leadership position that ensures residents have a safe, fulfilling home; families have peace of mind; staff have an empowering workplace; and the home is recognised as a benchmark of quality and innovation in the community.

You will lead with inspiration and warmth, combining aspirational vision with operational excellence so that compassionate care and business performance go hand in hand. In summary, the General Manager drives both care quality and commercial success, embodying Avery's mission and values every day.

### 1. Commercial Success

- Take full accountability for budgets, fees and costs, ensuring the long-term financial stability and profitability of the home without compromising on quality of care.
- Drive high occupancy levels through local marketing, networking, and community engagement, positioning the home as a provider of choice prioritising self-funders.
- Strategically align the home's operations with organisational goals, identifying opportunities for service development and reinvestment.

### 2. Employer of Choice

- Foster a supportive and lead an inclusive culture where staff feel valued, respected and empowered.
- Attract and retain the very best people by leading proactive recruitment, effective inductions, mentoring and career development pathways.
- Create a learning environment, ensuring all staff receive Professional training and development opportunities, while also promoting staff well-being and recognition initiatives.

### 3. Leadership

- Provide visible, values-led leadership that unites the team around a clear vision and high standards.
- Build and empower a strong senior team, delegating effectively and mentoring managers to achieve consistent excellence.
- Maintain open communication, use sound judgement in decision-making, and champion a culture of continuous improvement.
- To encourage participation and actively lead on implementing changes as a result of Survey and feedback.

## Job Description:

### **4. Resident Experience – Care Quality**

- Ensure residents receive personalised, compassionate care that meets their needs and preferences, while maintaining high clinical and safety standards.
- As the Registered Manager, take responsibility for full compliance with all Avery Governance and CQC standards and regulations, maintaining readiness for inspection at all times.
- Implement robust safeguarding, infection control, and quality assurance measures, ensuring safety, dignity and kindness are embedded in daily practice.

### **5. Resident Experience – Lifestyle**

- Oversee a varied programme of activities, events and daily experiences that bring joy, purpose and social connection to residents' lives.
- Ensure each resident's hobbies, interests and personal story are considered to shape their daily activities and routines.
- Deliver excellent dining and hospitality experiences, creating a welcoming, vibrant home where families and the community are actively engaged.

### **6. Brand and Reputation**

- Be an ambassador for Avery Healthcare, upholding our reputation for excellence through every action and communication.
- Build and maintain strong, trust-based relationships with families, stakeholders, commissioners and local healthcare professionals.
- Manage the home's public profile professionally, including online reviews and local marketing, and lead on transparent communication during any issues or incident management.
- Net promoter score – To develop and establish the Net promoter score benchmarked against key leading organisations.

### **7. Environment**

- Ensure the home is always safe, clean and compliant with all health, safety and environmental standards.
- Oversee maintenance, housekeeping and facilities management to provide a homely, welcoming atmosphere.
- Support sustainability where possible, while ensuring comfort and dignity for all residents.

## Role Responsibilities:

### 1. Commercial Success

- Ensure adequate staffing levels to meet residents' needs while controlling staffing costs.
- Oversee budgets, revenue, and expenditure, ensuring financial targets are met and cost controls are in place to exceed budgets.
- Maximise private occupancy and Average weekly fee while ensuring high-quality care is maintained.
- Manage within financial systems, including payroll, invoicing, and procurement, ensuring compliance with policies.
- Analyse financial performance and KPIs to guide decision-making and ensure sustainable growth.
- Build and maintain relationships with local authorities, healthcare professionals, and community stakeholders.
- Proactively manage self-funding bed marketing and local community outreach to attract new residents.
- Drive occupancy levels through proactive sales, customer service, and relationship management.
- Develop and implement marketing strategies to promote the homes reputation and increase occupancy.

### 2. Employer of Choice

- Provide strong leadership, creating a culture of excellence, compassion, and professionalism that is demonstrated through our industry leading Net promoter score (NPS).
- Inspire and lead the team to deliver high standards of care and service, ensuring staff morale remains high.
- Implement and maintain systems for continuous improvement and learning culture based on feedback and best practice.
- Recruit, train, mentor, and develop a skilled team, ensuring high levels of staff motivation and retention.
- Ensure mandatory training and compliance with current legislation and further development.
- Conduct regular performance and development reviews and identify potential for staff growth.

### 3. Leadership

- Leading by example in alignment with company values.
- Lead the development and implementation of strategies to improve quality and resident satisfaction.
- Lead the development of strategic plans to improve service quality and operational performance.
- Maintain visibility and availability in the home, including regular visits during weekends and nights.
- Handle complaints and concerns from residents and families empathetically and promptly as per the company's policy.
- To capture all perspective potential resident details and to ensure key information is logged on our enquiry management system.

## **Role Responsibilities:**

### **4. Resident Experience – Care Quality**

- Lead and support the implementation of the company's well-being and activity model to engage residents.
- To create a warm, welcoming atmosphere and maintain a focus on promoting independence and enhancing quality of life.
- Ensure residents receive high-quality, personalised care in line with their regularly reviewed care plans.
- Conduct regular audits and quality checks across care and service delivery in conjunction with the Avery support functions.
- To meet and maintain full regulatory compliance, working with the CQC, EHO, Health & Safety and Local safeguarding Agencies.
- Monitor and ensure compliance with company policies and procedures and always aiming for continuous improvement.
- To oversee the assessment of new residents and admission process ensuring a pre-assessment is completed and reviewed prior to admission.

### **5. Resident Experience – Lifestyle**

- Champion a personalised approach to resident lifestyle. Ensure that each resident's life story, interests, and preferences are understood (e.g. through Life History documents and one-to-one conversations) and that this informs the activity plans.
- Promote a 5\* food and beverage experience, ensuring nutritious and well balanced meals are served.
- Ensure positive relationships with residents' families and other stakeholders.
- Maintain a clean, safe, and compliant environment for residents, team members and visitors.
- Work with the Well-being/Lifestyle Coordinator to design monthly and weekly activity schedules that offer something for everyone – from physical exercise classes, arts and crafts, music, and reminiscence sessions to outings, celebrations, and spontaneous everyday pleasures. Regularly review participation and feedback to adjust offerings so that every resident – regardless of age or ability – finds activities that bring them joy and purpose.
- Promote a vibrant social life within the home. Encourage initiatives that build friendships among residents and strengthen community bonds – for example, intergenerational programs with local schools, visits from community groups or volunteers, and family inclusion in events.

### **6. Brand and Reputation**

- To play an active role in the local community and attending local events.
- Maintain and seek new connection opportunities with local business, charities and other organisations.
- To lead a strong social media presence always looking to build a strong profile such as LinkedIn, Facebook and using the Avery training available to bridge any knowledge gap.
- To support the implementation and review home promotion plan ensuring current and a step ahead of local competitors.
- To ensure all our enquiry lead platforms are always current, live and attractive supporting the overall brand.
- To ensure community engagement is a benefit to the service with the aim to getting the community to attend key events in the home to support with enquiry generation.

## Role Responsibilities:

### 7. Environment

- Oversee maintenance, facility management and housekeeping to provide a homely and welcoming atmosphere.
- To ensure the home's health and safety compliance is maintained and continuously reviewed.
- To work with the estates teams to maintain the external / internal areas of the building and environment.
- To report and escalate key health and safety issues within 2 hours timeframe.

### Requirements:

- To become registered with the Care Quality Commission (CQC) on commencement of employment.
- If you do not hold the relevant qualification, then to undertake and work towards achieving a Level 5 in Health & Social Care Management.
- Proven experience in managing a care home or similar setting, with a strong track record in leadership, financial management, and regulatory compliance.
- Strong knowledge of the Health and Social Care Act 2008 and other relevant regulatory frameworks.
- Excellent communication and interpersonal skills, with the ability to build positive relationships with residents, families, staff, and external stakeholders.
- Ability to lead and motivate a team, creating a positive and inclusive environment.
- Commercial acumen with the ability to manage budgets, improve financial performance, and maximise revenue opportunities.
- Strong marketing skills to drive occupancy and promote the home in the local community.
- In-depth knowledge of health and safety, risk management, and safeguarding practices.
- Ability to implement systems and processes to maintain high standards of care and service.
- Strong leadership and organisational skills.
- Ability to manage competing priorities and make decisions that align with company values and objectives.
- Excellent IT skills and experience with financial systems and reporting tools.
- Passionate about delivering exceptional care and ensuring the well-being of residents and staff.

This Job description is subject to periodic review which may include changes. This is not intended as an exhaustive description of duties and responsibilities.

| Person Specification:                                                                                                                                                                          |                       |                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------------------------------|
| Experience                                                                                                                                                                                     | Essential / Desirable | Assessment                           |
| Evidence of further professional development in relation to hospitality, food safety, management or marketing.                                                                                 | D                     | CV / application form / certificates |
| Experience of all Regulatory processes eg Health and social care act, Fire and food safety legislation.                                                                                        | E                     | CV / references / interview          |
| Proven track record in delivering exceptional customer service.                                                                                                                                | D                     | CV / references / interview          |
| Proven commercial success experience in managing budgets.                                                                                                                                      | E                     | CV / references / interview          |
| Experience of working with older adults in health and social care.                                                                                                                             | D                     | CV / references / interview          |
| Strong leadership and influencing skills.                                                                                                                                                      | E                     | Interview / references               |
| Strong organisational skills and the ability to manage multiple priorities.                                                                                                                    | E                     | Interview / references               |
| Advanced IT skills and the ability to use data to inform decisions.                                                                                                                            | E                     | Interview / references               |
| <p>Values – I am fully committed to being:</p> <ul style="list-style-type: none"> <li>• Caring</li> <li>• Supportive</li> <li>• Honest</li> <li>• Respectful</li> <li>• Accountable</li> </ul> |                       |                                      |

| Agreement:          |  |       |  |
|---------------------|--|-------|--|
| Employee Signature: |  | Date: |  |
| Manager Signature   |  | Date: |  |