

Area Manager Role Profile

About KeyRing

We all want to live in a place we call home with the people and things we love, in communities that look out for each other, doing the things that matter to us. [Home - Social Care Future](#)

KeyRing supports people to do just that, to build the life they want, learn how to resolve problems, manage their risks and be connected in their community. We focus on practical and emotional strengths-based support that is clear, respectful and led by the person themselves.

KeyRing works in neighbourhoods and brings people together to share and learn skills, the people we support are Members of a mutual support network.

Purpose of the Role

The Area Manager is responsible for making sure local services are centred on the people we support, embedded within the local community, are safe, well-run, and financially viable.

Area Managers lead, support and hold teams to account so that people experience positive, trauma informed and person-centred support, services meet required standards and contracts are delivered.

Our managers demonstrate KeyRing behaviours in everything they do, they are

- **Ambitious** for the people we support and our staff realising their full potential,
- **Brave** by speaking up, trying new approaches and doing the right thing even when it is difficult,
- **Connected** by focusing on relationships, belonging and mutual support within KeyRing and in the local and wider community.

What You Are Responsible For

1. People Management and Wellbeing Support

What this means

- Line manage and support your team.
- Ensure staff feel safe, supported and clear about expectations.
- Use supervision, coaching and performance management effectively.
- Recruit staff when required using a values-based approach.
- Actively support staff wellbeing and resilience.

Accountability

- All staff receiving regular, meaningful supervision.
- Staff wellbeing actively considered and supported.
- Teams signposted to our Telus wellbeing and support resources when needed.
- Performance issues addressed early and fairly, in line with policy.
- Staffing levels that are safe and appropriate for the service.
- Create a supportive working environment alongside meeting operational targets.

2. Quality, Safeguarding and Safe Practice

What this means

- Ensure safeguarding is understood, reported and recorded correctly.
- Make sure services are person-centred, trauma informed and improve Members' lives.
- Maintain safe practice and meet KeyRing and Local Authority standards.

Accountability

- Safeguarding concerns are acted on immediately and appropriately.
- Records are accurate, timely and compliant.
- Teams can explain how their work improves outcomes for Members.
- Unsafe or poor practice is challenged and addressed.

3. Performance, Accountability and Reflective Practice

What this means

- Hold teams accountable for actions, standards and outcomes.
- Support teams to reflect on practice, learn from issues and improve quality and performance.
- Use feedback, supervision, audits and data to drive improvement.
- Encourage professional curiosity and learning.

Accountability

- Teams understand what “good performance” looks like.
- Actions from incidents, audits or feedback are followed through.
- Learning is used to prevent repeat issues.
- Improvement is expected, tracked and reviewed.
- Take decisive action where standards are not met.

4. Financial Management and Service Development

What this means

- Manage budgets and resources responsibly.
- Ensure services remain financially viable.
- Identify and escalate financial risks early.
- Identify opportunities to develop the service via contract negotiation, Frameworks, spot purchasing, self-directed support.
- Manage income from several streams including, contracts, spot purchase, Direct Payments, Individual Service Funds and Self-funders, grant funding.

Accountability

- Services are dynamic, responding to local need and developing new and creative opportunities for people to access community-based support.
- Budgets are understood and actively managed.
- Risks and overspends are identified early.
- Financial information is shared as required.
- Services operate within agreed financial limits.

5. Contracts, Reporting and Compliance

What this means

- Understand and meet Local Authority contract requirements.
- Provide accurate, timely reporting to commissioners and KeyRing.
- Maintain professional, constructive relationships with Local Authorities.
- Manage reports for self-directed support, Direct Payments, Individual Service Funds and Self-funders.

Accountability

- Reports are accurate and submitted on time.
- All contractual requirements are clearly understood by teams.
- Risks to delivery are escalated early.
- Area Manager acts as the main local point of accountability.

6. Modelling Values, Behaviours and Culture

What this means

- Lead by example in line with KeyRing's values and behaviours.
- Create a culture of respect, inclusion, accountability and learning.
- Challenge practice or behaviour that does not align with values.
- Consistently demonstrate the behaviours of being Ambitious, Brave and Connected.

Accountability

- Area Manager **models the behaviours they expect from others.**
- Decisions reflect Equality, Rights, Inclusion and Change.
- Conversations are honest, respectful and focused on improvement.
- Teams feel safe to raise concerns and learn from mistakes.

7. What Good Performance Looks Like

An Area Manager is performing well when:

-  Members experience positive, person-centred, trauma informed support

- Staff are supported, supervised and wellbeing is considered
- Reflective practice leads to real improvement
- Services are safe, compliant and well-led
- Safeguarding is handled correctly every time
- Budgets and contracts are actively managed
- Reporting is accurate and timely
- KeyRing behaviours are modelled consistently
- Services reflect KeyRing’s values in action, not just in policy

Appendix 1

KeyRing Managers Guide and how it links to the Area Manager’s Role Profile

Managers Guide (What the Guide says Area Managers must do / embody)	Area Manager Role Profile (What the Area Manager is explicitly accountable for)
Purpose of the Guide:	Purpose of the role: Ensure services are safe, well-run, financially viable and member-centred; lead and support teams to deliver quality outcomes.
Mission, Vision and Values	Modelling values and behaviours: Area Manager explicitly models KeyRing values and behaviours in decisions, leadership style and interactions.
Behaviours section:	Explicit modelling of behaviours: “How you behave is as important as what you deliver”; values-led leadership is a core expectation.
Managing people:	People management & wellbeing: Regular supervision, early performance management, recruitment when required, active promotion of staff wellbeing.
Wellbeing emphasis:	Wellbeing support: Area Manager takes responsibility for promoting wellbeing, responding to concerns, and signposting support.
Safeguarding and safe environments:	Quality & safeguarding: Immediate action on safeguarding concerns; safe, compliant and person-centred practice is non-negotiable.
Quality monitoring & audits: Continuous improvement	Reflective practice & learning: Use feedback, audits, supervision and data to improve practice and prevent repeat issues.

Professional curiosity:	Performance accountability: Teams are supported to reflect and learn, but Area Manager takes decisive action if standards are not met.
Finance and contracts:	Finance & contracts: Budgets controlled, risks identified early, reporting accurate, contract requirements understood and met.
External relationships & community connection:	External relationships: Build and maintain productive relationships with commissioners and partners.
Continuous improvement: Feedback, learning	Clear benchmark: Improvement is expected, tracked and reviewed; learning leads to change, not repetition of issues.