



## Director of Operations Candidate Brief



# Welcome

Thank you for your interest in the role of Director of Operations with Oxfordshire Mind.

Our vision is:

“We will not give up until everyone experiencing a mental health problem gets both support and respect”.

Oxfordshire Mind is a remarkable organisation, and this new role has been created in order to help us continue to improve and grow.

We employ around 200 people, augmented by 70 wonderful volunteers. In the last 12 months we have helped over 30,000 Oxfordshire residents and developed new innovative services – for instance, the Banbury Safe Haven, Walking for Wellbeing, and our Primary Care team embedded in GP surgeries around the county.

In the last 4 years we have more than doubled in scale and complexity – and we see this continuing in the years ahead. We are a creative and ambitious organisation with a number of exciting projects in the pipeline. As a consequence, we have reviewed our organisation design and will be investing in a new management structure, including the role of Director of Operations. The successful candidate will work with the CEO and (new) Director of Services as a part of the new Executive Management Team, and will also be a part of the wider Senior Management Team.

I hope you are as excited by the possibilities of this new role as I am, and that you enjoy reading about this job. If you have the passion, experience, skills, and drive to make a difference – please do apply to our wonderful organisation.

Many thanks for taking the time to research this role.

Yours, faithfully,

A handwritten signature in black ink, appearing to read 'D. Knowles', with a long horizontal flourish underneath.

**Dan Knowles**  
**CEO Oxfordshire Mind.**

# About us

We're Mind, the mental health charity. We're here to make sure anyone with a mental health problem has somewhere to turn for advice and support; in total over 30,000 people in Oxfordshire access our services each year. With one in four people experiencing a mental health problem at some point in their lives, people need Mind more than ever.

Our work includes

- The Transitional Supported Housing Recovery Service (part of the Oxfordshire Mental Health Partnership).
- The TalkingSpace Plus psychological therapy service in partnership with Oxford Health NHS Foundation Trust.
- The Oxfordshire Mind Wellbeing Service, which is part of both the TalkingSpace Plus and Oxfordshire Mental Health Partnerships and includes:
  - Five Wellbeing Centres throughout the county
  - The Information Service, including the Oxfordshire Mind Guide publication, website and the Information Line
  - Physical Activity and Wellbeing
  - Benefits for Better Mental Health, a welfare benefits advice service
  - Volunteering and Peer Support Opportunities
  - Oxford and Banbury Safe Havens
  - Embedded workers in primary and secondary care
  - Services for Children and Young People
  - Raising awareness and campaigning activity.

We employ almost 200 staff and operate in 28 locations around the county.

## Our history, mission, vision and values

We were set up in 1967 as an independent charity to support people in Oxfordshire, and our services are quality assured through [National Mind's](#) standards. We're part of the network of local Minds, offering support directly to those who need it within our community.

### Our Vision

We won't give up until everyone experiencing a mental health problem gets both support and respect.

### Our Mission

We promote good mental health through the provision of high quality services and campaigning for positive change.

## Our Values

- Striving to make mental health services more human
- Working alongside people to help them realise their potential
- Raising awareness, promoting understanding and challenging stigma
- The importance of community and the benefits of mutual support

## How We Work

- **Open:** We reach out to anyone who needs us
- **Together:** We're stronger in partnership
- **Responsive:** We listen, we act
- **Independent:** We speak out fearlessly
- **Unstoppable:** We never give up



## For more information

Download our [2020 Accounts](#)

Download our 2019-2020 [Annual Review](#)

# The new Director of Operations role

In the summer of 2020 we decided to embark on a redesign of our organisation, following four years of continuous growth and development. In this time we have more than doubled in scale and complexity, due in no small part to the hard work, dedication, and excellent teamwork of the current Senior Management Team. The recommendations of this redesign project were agreed by the Board at the end of October, and we are now in a position to advertise this new role. The Director of Services has been an internal hire, and we are also currently recruiting for two additional new roles – Head of HR and Head of Innovation.

The Director of Operations will sit alongside the Director of Services and report to the CEO; these three will make up our Executive Team. Reporting into the Director of Operations will be:

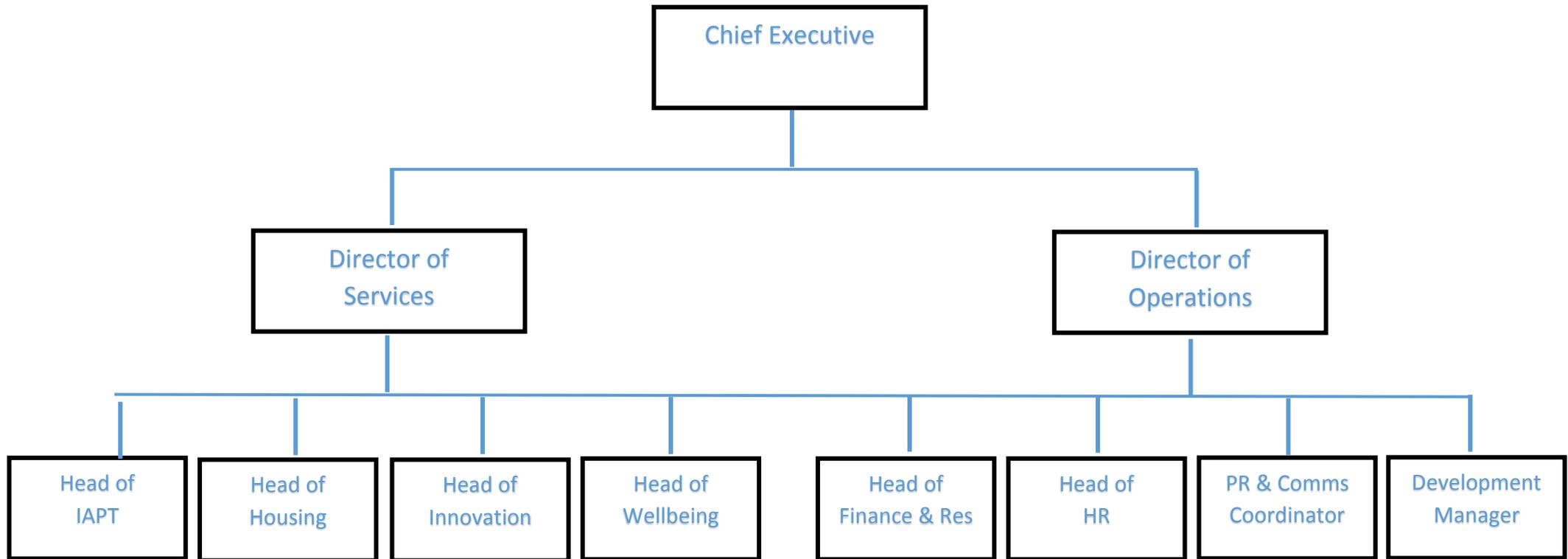
- Finance and resources team (finance, IT, facilities, health and safety)
- Human Resources team
- Marketing and Communications team
- Development and Fundraising team

The role is far-ranging and impactful. As well as ensuring our support functions operate well, this person will also oversee our important campaigning and marketing campaigns – we have millions of website and social media impressions each year – and our successful and growing fundraising team. This latter team are increasing their contribution year on year, and bring in hundreds of thousands of pounds annually as well as leading the delivery of events such as the annual Oxfordshire Mind Comedy Gala.

It is also very likely that in the next few years we will embark on a significant capital fundraising project, in order to enable some exciting property ambitions we have – the finances of this will be complex and will require the Director of Operations to oversee the financial planning and delivery of one or more multi-million pound projects.



# Organisational structure 2021 (senior leadership)



# Job description

<b>JOB TITLE:</b>	Director of Operations
<b>HOURS:</b>	37 hours per week
<b>SALARY:</b>	£56,500 per annum
<b>CONTRACT:</b>	Open Ended
<b>HOLIDAYS:</b>	28 days plus bank holidays (per annum)
<b>PENSION:</b>	Auto-enrolment scheme in place
<b>ACCOUNTABLE TO:</b>	CEO, Oxfordshire Mind
<b>PLACE OF WORK:</b>	2 Kings Meadow, Oxford OX2 0DP

## Purpose of the role

The Director of Operations will ensure the teams meet their objectives and drive the day-to-day operational excellence of Oxfordshire Mind support functions, leading our teams to be efficient, productive, and effective whilst displaying our values. We are a growing organisation and this role is key in the development of the support services which play a vital role in the broader organisation and supporting our mission.

As a member of the Executive team, the role will collaborate and lead on a wide range of strategic and policy matters which will influence the effective performance and management of Oxfordshire Mind.

## Responsibilities

### Strategy

- Work with other members of the Executive Team on the overall strategic management and implementation of strategic plans within the organisation, in line with Oxfordshire Mind's vision and values
- Develop and lead the annual support functions operational planning. Lead on the development of the organisation's annual operational plan in collaboration with the Director of Services and colleagues.
- Define and implement appropriate operational roles, structures and processes to support Oxfordshire Mind as it continues to develop user-centric services
- As a key member of the Executive Team, ensure collaboration across the charity, provide strategic and operational support to the CEO, and promote and represent Oxfordshire Mind at local, regional and national levels as appropriate

- Ensure robust monitoring and reporting of operational objectives, providing assurance to the Executive Team and Trustees about operational effectiveness
- Drive a robust risk management culture across the charity
- Responsible for maintaining the operational risk register and liaison with the board of trustees in relation to their strategic responsibilities.
- Contribute to the Board of Trustees meetings, preparing papers and attending meetings when required.
- Be the designated officer responsible for Health & Safety.
- Be responsible for Policy development for portfolio area and their ongoing management and review.

## Operational Excellence

- Oversee day-to-day support operations of the charity and the productivity of these teams, working to Oxfordshire Mind's policies and procedures and ensuring legislative compliance
- Accountable for the organisation's planning processes; monitoring progress against objectives; evaluating work; and agreeing on priorities
- Develop the use of data and metrics to drive a more effective operation and provide accurate forecasting for appropriate areas of responsibility
- Embed and support best practice management and develop and maintain operational policies, procedures and processes ensuring they are compliant with legal requirements
- Introduce new innovative processes and systems as required, ensuring scalability and efficiency
- Ensure effective change and project management processes are embedded appropriately and lead on these initiatives when necessary, making change happen through leadership and changing behaviours and culture
- Develop and encourage a culture of continuous improvement across all functions, with clear objectives
- Lead and mentor colleagues in the development of internal communications to develop the 'One Team' culture across Oxfordshire Mind
- Manage contracts relating to central services for example, property maintenance and IT
- Accountable for the management of assets and resources across Oxfordshire Mind
- Actively encourage innovation and improvement from others

## Leadership

- Lead the support operations teams to deliver results in support of the strategic and operational plan
- Accountable for ensuring appropriate and effective budgeting and finance review systems are in place. Supporting the CEO with the annual budget and audits.
- Responsible for acting as mentor and coach for direct reports, leading by example and developing individuals' personal development plans
- Lead effective people management, build a culture that ensures the teams thrive and ensure succession planning to create high performing teams
- Promote a culture that values equality, diversity and inclusion across the organisation
- Ensure operational hiring needs are met to deliver the charity's ambitions and priorities
- Support with new business opportunities for Oxfordshire Mind, creating robust business cases to support proposals

- Oversee the development of strategic fundraising plans for Oxfordshire Mind that meets both short and long term aspirations in line with codes of practice
- Support the CEO with income generation activities, developing and implementing an organisation wide business growth strategy.
- Promote Oxfordshire Mind's profile and reputation, through the development and maintenance of positive relationships with key external stakeholders and partner agencies

### Supervision, training, meetings and support

- Ensure staff training is kept up to date
- Attend regular supervision with the Chief Executive Officer, reporting on the full portfolio of responsibilities
- Attend training as appropriate
- Be proactive in reviewing and evaluating personal performance and identifying areas for improvement and development
- Attend and participate in team meetings and other meetings as required

### General

- Adhere to Oxfordshire Mind Policies and Procedures at all times
- Occasional evening and weekend work may be required
- Provide cover for other members of the Executive Team or SMT as require

This job description covers the current range of duties and will be reviewed from time to time. It is Oxfordshire Mind's aim to reach agreement on changes, but if agreement is not possible, Oxfordshire Mind reserves the right to change this job description.

## Person specification

### Experience and Knowledge

- Extensive experience within operations management, particularly in the third sector or a user-centric organisation.
- Excellent understanding of business functions such as HR, compliance, finance, technology and marketing. Experience leading a number of these functions.
- Ability to work both strategically and operationally, avoiding unnecessary complexity
- Ability to work under pressure, consistently meeting tight deadlines and able to offer practical solutions.
- An excellent track record of achieving outstanding levels of effective service delivery, via the development of highly motivated teams operating to high standards of performance
- Demonstrable ability to turn strategy into operational performance and an ability to deliver through others
- Proven people leadership skills and provide tangible guidance to line managers
- Ability to articulate a vision clearly and concisely, inspiring others to follow you and live up to their potential
- Demonstrable competency in strategic planning, regulatory compliance and business development
- Strong team player, combined with the energy and enthusiasm to drive change and improvement throughout the charity

- Strong strategic, analytical, investigative and problem-solving skills
- Highly developed communication skills both written and verbal
- Eagerness to embrace and demonstrate the charity's values

The following are required of all roles with Oxfordshire Mind. However, you do not need to address these in your application:

- Genuine interest and commitment to the involvement of people who use Oxfordshire Mind services, social inclusion and recovery
- The ability to work within Oxfordshire Mind's policies and procedures including Equal Opportunities and Confidentiality
- Willingness to work flexibility in response to changing organisational requirements
- Willingness and ability to work hours outside of normal office hours on occasion



## How to apply

Apply online at [www.nfpconsulting.co.uk/oxfordshiremind](http://www.nfpconsulting.co.uk/oxfordshiremind)

For an informal and confidential discussion about the role, please contact our recruitment partner:

**Simon Lloyd, Director, NFP Consulting**

T: 07961 988 523

E: [simon.lloyd@nfpconsulting.co.uk](mailto:simon.lloyd@nfpconsulting.co.uk)

Application is by way of a CV and a Supporting Statement.

**Closing date: Monday 18<sup>th</sup> January 2021**

There is a two stage selection process.

**First Interviews: W/B 25<sup>th</sup> January 2021**

**Second interviews: W/B 1st February 2021**

The format of the interviews will be determined by the COVID-19 guidelines and restrictions that apply at the time.



## Accessibility

Please let us know if you have any special requirements which we might need to consider in relation to the selection process. For example, attending interview.

Any requests will not be taken into account in the selection process.

Thank you for your interest.