

Information pack

Operations Director

Thursday, 17 January 2019



Letter from the CEO

Dear applicant,

Thank you for your interest in Unlocked Graduates and the role of **Operations Director**.

The average prisoner has 16 previous convictions. Currently 48% of prisoners reoffend within a year of release, costing society £15 billion each year as well as the human cost of the innumerable victims. This is the problem which Unlocked Graduates exists to fix. We believe that the reoffending rate for those leaving prison is much too high, and want to reduce it.

Prison officers are the agent of change for many prisoners. Of all the staff in prisons, they spend the most time with prisoners. They set the prevailing culture in prison. We know that the most effective prison officers have a huge impact on prisoners' experiences of prison: their attitudes and beliefs, and ultimately, their choices on release.

Unlocked Graduates develops outstanding individuals to lead rehabilitation, and in doing so raises the status of the prison officer. We have successfully recruited, trained and placed two cohorts of extremely high potential graduates into 14 prisons in the south east of England. Last year we received almost 1,000 applications for our programme. Feedback on our participants has been extremely positive, and they are doing a great job.

As a sign of our success so far we have seen extremely fast growth with participant numbers doubling in our second year, and an office opening in the north of England shortly. Over the next few years we are planning for further geographic and organisational expansion.

We need to be exceptionally high performing as an organisation which recruits top graduates for an extremely challenging role, and expects them to make a meaningful difference. This is where our operational structures come in. We need the operations and finance to enable the rest of our team to be excellent, and to nurture a culture of freedom and responsibility throughout the organisation.

To apply for the role you will need to send a CV (maximum 2 pages) as well as a one page cover letter explaining how your knowledge, skills and experience meet the specification below.

Applications should be sent to jobs@unlockedgrads.org.uk with the title "Operations Director". Deadline for applications is 9am February 1st, with first round interviews to take on 11th and 12th February 2019, and final interviews to take place in the morning of 21st February 2019.

Yours sincerely,



Natasha Porter
Chief Executive Officer

Job description: Operations Director

Report to	Chief Executive Officer
Closing date	February 1 st 2019
Location	London
Salary	Highly competitive
Line management	Operations and Finance team
Start date	March 2019, or as soon as possible thereafter

The role

The Operations Director will be the main point of contact for performance systems and financial oversight. They will manage organisational performance, strategy, governance, finance, human resources, contracts, compliance, evaluation, and growth and development.

We expect to fully transition to independence from our incubating organisation in the coming months. This role will need to make sure we are fully compliant with charity legislation and the requirements of our government contract, whilst ensuring we can maintain the freedom and responsibility we need to perform at the highest possible level.

As we set up our own systems, the Operations Director will be responsible for building structures which are small but beautiful, which do what we need them to whilst remaining as light touch as they can be. We want to scale and grow without losing the flexibility and responsiveness we have enjoyed through our early start up days. We want to be an organisation which enables extraordinary people to solve difficult problems without getting distracted or slowed down by unnecessary bureaucracies.

The traps of building excessive policies and structures become greater as we open our second office in the coming months - getting the balance right between centralised support and regional autonomy will be key to our organisational success.

Key accountabilities

- Provide financial oversight for the organisation. This will include helping the CEO to agree budgets and reforecasts, as well as providing detailed financial reports and updates to funders, the board, and the CEO.
- Ensure Unlocked is complying with all relevant legal and regulatory requirements, including those set out by the charity commission and employment law.
- Test, challenge and support directors to ensure we achieve our long term operational plans.
- Act as a ‘troubleshooter’ for staff on implementation in order to improve organisational capability
- Lead and manage the operations team, setting clear objectives and ensuring staff remain motivated and committed to promoting the aims of Unlocked.
- Oversee the relationship between Unlocked Graduates and Catch22 (the organisation which is incubating us), and the spin out into an independent charity which has just started.
- Manage HR, IT, legal support and office space provisions. This includes building and embedding systems and processes for staff to ensure our organisation remains high performing and free from unnecessary bureaucracy.
- Manage the expansion of the charity as our organisation develops.
- Support the CEO in managing the relationship with central government (Ministry of Justice and Her

Majesty's Prison and Probation Service). This covers regular reporting on our current agreement and sharing information with civil servants. This is one of Unlocked's most important relationships and requires a skilled, sensitive and confident operator.

Person specification

Mission alignment

- Care intensely about what Unlocked is trying to achieve.
- Be excited to relentlessly maximise our impact, making difficult decisions where necessary and taking the right decision above what is popular.
- Instill an organisation wide culture of using data to improve insights and performance.
- Be keen to challenge orthodoxies in order to deliver a more effective and efficient model, always refusing to accept unnecessary bureaucracies.
- Believe every problem can be solved, bounce back quickly from setbacks and use them as opportunities to learn.
- Hold yourself and others to account, always remaining open to learn from others.

Experience

- Operational experience in a fast paced, entrepreneurial setting.
- Experience of being a disruptor, pushing boundaries and testing new approaches to problems.
- Experience of significant budget ownership and setting, and effective implementation across a range of complex projects.
- Proven ability to lead and manage high performing teams.
- Ability to set up financial and operational systems, and manage back office functions.
- Experience working with a complex network of stakeholders, such as central government, boards of trustees, and corporate partners.

Characteristics and skills

- Have a high level of interpersonal skills with the ability to work effectively across the team, and manage shared service provider and other stakeholders.
- Detail focused, highly flexible, well organised and analytical.
- Highly motivated person who is excited to be part of a start-up organisation.
- Desire to grow with Unlocked, and develop its Operations' vision.
- Able to create a long term and strategic development plan.
- Excellent Excel and PowerPoint skills.
- Qualified to degree level (or equivalent).
- Right to work in the UK.