

Job Description

Job Title: Head of Operations, Resources and Business Development

Responsible to: Director of Services

Purpose and core responsibilities

The Head of Operations, Resources and Business Development is a member of the Senior Management Team at Good Shepherd Centre (GSC).

They demonstrate the active values of the GSC in being rights respecting, kind, nurturing, and resilient.

They promote and uphold the vision and values of the GSC as a place of care, safety and learning which provides a positive, life changing experience for young people through individual care, education and skills development, focused on promoting mental and emotional wellbeing and longer-term positive outcomes.

The Head of Operations, Resources and Business Development heads all aspects of Operational functioning at GSC. They line manage the senior staff who lead our Finance, Facilities and Operations, Administration, Quality Assurance and service support functions. They are the lead for GSC in relation to our Information Governance framework, aspects of SIRO, and Records Management as a secure and residential school care service, and employer and charity. They are responsible (alongside the Director of Services) for ensuring that GSC has an effective set of Operational Policies across all areas of practice and operations including having a lead role with Health and Safety and ICT and Information Management policies.

They lead:

Finance and Administration (Finance and Admin Manager and teams)

Information Management and Governance (Admin Team, Information Management System/s lead, communications staff and services and responsible for oversight of GSC's service level agreements with ICT and Telecoms support providers, fulfil aspects of SIRO and DPO function as appropriate)

Facilities and maintenance, including catering, housekeeping, safety and security and Information Systems (Facilities and Operations Manager and teams, Admin and Care Quality Lead and teams)

They collaborate closely with the HR Department (the HR Manager reports to the Director)

They are key in ensuring the safe and effective use and allocation of all material, people and financial resources and they lead on sustainability and growth of the organisation, in line with the GSC's charitable mission, and values-led ambitions.

They are responsible for supporting the Director of Services to operationalise the Board of Trustees' vision and strategic plans for the GSC. They lead on the development, implementation, evaluation and review of GSC's Service Improvement Plan (SIP) and all that flows from this.

The Head of Operations, Resources and Business Development ensures the frameworks for effective workforce development and succession planning and safe staffing are maintained for all and any staff in every role.

They lead workforce resource planning and mapping, and they ensure that GSC operates in line with all relevant legislation and best practice guidance in relation to the safe staffing of secure care and close support residential school care services and evening and weekend and Public Holiday 24/7 staffing.

The Head of ORBD is responsible for leading the maintenance and review of GSC's Operational Policies Framework across all services and functions.

They are responsible for GSC's ICT and Communications Strategy and Information Governance Policy Suite.

They promote and model a positive, compassionate, strengths and relational based approach to all aspects of their work. They encourage a culture and climate of 'whole centre community', where the dignity, needs and rights of the individual are respected at all times.

Key responsibilities as a member of the Senior Manager Team (SMT):

1. To provide clear vision, direction and leadership for all staff, promoting the best interests and wellbeing of children and young people in GSC's care at all times.
2. To establish, maintain and nurture positive relationships based on mutual respect and understanding of roles across the SMT and GSC Teams and Departments.
3. To lead (with support from the Director of Services) the maintenance of GSC's Operational Policy framework and actively contribute to developing and reviewing operational strategy, including service developments alongside the Director, service improvement and business plans for the whole centre, and the relevant Departments.
4. To lead on the production of GSC Quality Reports, including the Annual Reports and contribute to internal and external communication and reports and presentations promoting understanding of GSC's ethos, achievements and activities.
5. To be responsible for the effective and efficient management and control of relevant devolved budgets in line with GSC policies and procedures.
6. To attend and actively contribute to SMT meetings, and to attend and actively contribute to the facilitation of senior staff Business and Service and Leadership development meetings and events. As agreed with the Director of Services and SMT colleagues to action outcomes and decisions of same.
7. To represent The GSC and the SMT, deputising for the Director of Services as agreed, at local and national events and on local and national working groups and fora.

8. To be responsible for the development, effective implementation and ongoing review and refresh of operational and practice policies as agreed with the Director and SMT colleagues including leading and facilitating GSC's Health and Safety and ICT and Information Governance policy review groups.
9. To lead and facilitate Projects in relation to the development of innovative GSC service development and improvement plans.
10. Alongside SMT and HR colleagues, to be responsible for overseeing staff and Team induction, training, and professional development and to share in the recruitment, selection and appointment of suitably qualified staff and managers with the appropriate personal, technical and professional skills, knowledge and abilities to fulfil their role and thereafter for their professional development.
11. To act as either investigating senior manager, or senior manager responsible for Chairing Hearings and formal meetings in line with GSC grievance, disciplinary, absence management and GSC policies as required.
12. Alongside SMT colleagues, to develop, and maintain a safe working environment including the monitoring and management of Health and Safety consistent with legislation, current good practice and organisational policies and procedures.
13. To share in the Senior Manager out of office hours 'On Call' including supporting and providing senior operational On Call and take part in the telephone back up rota, providing telephone advice and support to the operational On Call manager and staff on Duty at that time, and being available in emergency situations to physically respond and provide support in person at GSC.
14. To take responsibility for their individual performance and continuing professional development, in relation to the ongoing development of skills and knowledge relevant to their SMT and role specific responsibilities and the expectations of the organisation.
15. To undertake other reasonable activities as requested by the Director of Services and the Board of Trustees.

Specific areas of responsibility and key accountabilities:

Operations:

The Head of Operations, Resources and Business Development is responsible for ensuring that the GSC has clear, effective and understood Health and Safety Policies and governance arrangements and best practices in place to ensure the quality and safety of the physical and operating environment:

- developing occupational health and safety policy and governance arrangements
- aligning occupational health and safety strategy with organisational strategy
- integrating occupational health and safety decision-making with business decision-making and risk management
- establishing, maintaining, reviewing and updating the GSC's Health and Safety Strategy

- ensuring GSC has effective plans, policies, supports and resources in place to promote staff health and wellbeing, including emotional and mental health and wellbeing
- chairing and leading Health and Safety Committee
- acting as the lead officer in relation to emergency and contingency planning including MAIRG arrangements and acting as lead Officer in the event of a serious incident/emergency
- ensuring appropriate identification and training of Health and Safety reps, Fire Wardens, First Aiders
- responsible for the Programme and Risk Management of Health Safety Audits and Inspections, and delegation to the Facilities and Operations Teams
- overview of the safety and integrity of the physical environment
- ensuring effective and current inventories of Health and Safety and all GSC operating equipment and assets

Resource and Asset Management and Business Development

The Head of Operations, Resources and Business Development is responsible for leading the development of new systems and services to promote and achieve GSC's charitable mission including internal service improvement planning and external engagement with funders and commissioners and the procurement of new services and suppliers:

- Monitoring contract compliance across all of GSC's Service Level Agreement and contracted suppliers
- Promoting and sustaining positive working relationships with contractors and suppliers
- Undertaking reviews including exploration of best value in relation to all supplies and services and annual contract reviews
- Project Management in concert with the Facilities and Operations Manager and/or as agreed with the Director of Services
- Strategic overview of Centre events and community engagement
- Monitoring and managing all GSC campus Budgets as delegated by the Board of Trustees and Director of Services
- Working with the GSC Finance Manager to support and guide Heads of Department and senior staff with responsibility for delegated areas of spend
- Reporting to the SMT and senior staff business meetings – providing the Board of Trustees with an overview of GSC Budgets and Projects on a regular basis and effective monthly review and reporting on all delegated Budgets
- Leading (in concert with SMT colleagues) the development of new ideas and creative suggestions regarding new business developments such as social enterprise
- Working closely with the Head of ELS and Learning and Development Manager as GSC further develops the vocational and professional qualification offer

- Working closely with the Head of Education, Learning and Skills to grow the vocational opportunities, outdoor learning, and wider achievement including work experience and apprenticeships that can be offered to young people at GSC
- Leading procurement/Tender and fee negotiation processes and alongside the Director of Services
- Lead strategic departmental and role/function reviews in collaboration with the Director of Services and HRD including Job Role and Function Evaluations, Team structure consultations and workforce planning exercises
- Undertake scoping exercises, effectiveness and costs and benefits analysis and develop service and workforce proposals around future needs
- Develop and lead the implementation of GSC's ICT and Communications Strategy
- Work in partnership with ICT support providers and be responsible for managing the service level agreements with same

Information Management and Information Governance

- Take responsibility for ensuring effective policies, staff training and safe systems of ensuring GSC's Information Governance and data protection duties
- Act as the lead on the implementation and monitoring of the GSC's Information Governance Strategy and Action Plan related to 2026 ICO audit
- Act as lead for aspects of SIRO and DPO
- Take responsibility for co-ordinating GSC's response to Information requests including Subject Access Requests (SAR) and Freedom Of Information Requests (FOI) in concert with IG partners

Workforce Development and future planning

- Act as the lead for the development of GSC's People Strategy and workforce and leadership succession planning
- Act as Lead for the GSC's People projects, including Chairing and Facilitating relevant Meetings and acting as Project Manager on agreed People Projects
- Provide senior leadership to the HR Department and support the Director to develop the HR functions at GSC to ensure their continued success and the development of their contribution to the organisation
- Support the Board of Trustees and the Director and SMT in developing the strategic vision for GSC for the future, leading on aspects of Job Role and Structure review
- Act as the lead in facilitating and supporting the development of the GSC Service Improvement Plan (SIP) and the monitoring, review, evaluation and reporting against SIP goals and ambitions

NOTE: This job description is not intended as an exhaustive list of every aspect of the post.