

10 August 2021

Dear Prospective Candidate,

Thank you for your interest in the post of Operations Manager.

Appropriate adults (AAs) provide support to children and 'vulnerable' adults who are detained, or otherwise questioned, by police. Vulnerability can arise from mental ill health, learning disabilities, neurodiversity, brain injury or other factors.

The National Appropriate Adult Network (NAAN) was formed in 1994 and has been a registered charity since 2004. We have a unique infrastructure role at the centre of AA work. We are working towards a fairer justice system through more effective AAs. With over 100 member organisations, we generate a disproportionately high impact by working with AA providers, commissioners, academics and policy makers.

The successful candidate will take responsibility for the operations of a small charity with a national scope. They'll work closely with the Chief Executive and Effective Practice Manager. As the third member of staff, they will play a central part in shaping the future of the charity by increasing our effectiveness, efficiency and sustainability. We'd also like to support them to complete a relevant qualification, such as the CMI (Chartered Management Institute) Level 5 Operations / Departmental Manager qualification, over a 2 to 3 year period.

In addition to the information in this pack, www.appropriateadult.org.uk has a wealth of information that you may find of interest as you consider your application.

With both strong financial foundations and a new strategy now in place, we have plans to increase our grant and earned income to grow our impact even further. If the challenge excites you, and you feel you have what we are seeking, I hope you'll apply.

Please email your CV and supporting statement to admin@appropriateadult.org.uk by **8am on 6th September**.

Yours sincerely



Chris Bath | Chief Executive

Operations Manager

About the role

Objective

To contribute to the achievement of NAAN's vision and mission by making the charity more effective, efficient and sustainable.

Tasks

All roles within NAAN involve a wide range of tasks, from simple administration to more complex, longer-term projects. They also offer scope for innovation and change based on the specific skill set of the individual appointed. However, the core tasks envisaged in this role are:

Membership. Manage a membership network over around 100 organisations. Resolve administrative and financial queries. Ensure applications are processed in a timely manner, including facilitating the Board approval process and updating records. Maintain the membership database (Insightly CRM), including managing the renewals process, e-update distribution list (MailChimp) and online network map (Google Maps). Support the delivery of members surveys (MS Forms). Seek opportunities to expand the network, actively encouraging new applications for membership.

Finance. Operate the day-to-day finances of the charity. Ensure accurate financial records are maintained (Xero) including invoices bills, expenses and data from our payroll company. Ensure records are reconciled with the bank in time for quarterly reporting. Operate online banking services, including adding payments for authorisation by the CEO or Treasurer.

Income generation. Support the identification and fulfilment of opportunities to increase both grants (e.g. charitable, government) and earned income. Collect, extract and analyse data from our systems and support reporting to funders on our activities and impact (Excel, Word, PowerPoint).

Events. Support the delivery of professional development events both online (Teams, Zoom) and face to face. This may include sourcing venues and catering within a budget, liaising with speakers, event promotion, online booking management, attendee communication.

Training and qualifications. Manage a pipeline of enquiries from requests for information, through to booking and logistics. Support the development of a new e-learning platform for appropriate adults, including identifying funding streams to reduce the cost of qualifications for AA schemes.

Governance. Support the Board and Chief Executive in ensuring effective governance. Maintain and update Companies House and Charity Commission registers and ensure that changes are filed. Arrange and support Board working groups and meetings e.g. sourcing venues, taking minutes.

Communications. Provide an initial point of contact for queries from members and non-members, conferring with or passing to colleagues where required. Update information on NAAN website (Joomla). Edit content produced by colleagues and upload to the website and/or disseminate by e-update (MailChimp). Support the development of more effective communication within NAAN, its membership and wider stakeholders.

Operations Manager

Remuneration

- £33,500 full time (37.5 hours per week)
- 8% employer's pension contribution (can be increased via our salary sacrifice scheme)

Work / life balance

- 33 days annual leave (including 8 bank holidays)
- All staff work from home (occasional travel for meetings and events is reimbursed)
- Potential for flexible working
- Potential for part-time working

Professional development

- Support to complete a qualification in work hours (e.g. Chartered Management Institute Level 5 Operations / Departmental Manager).

How the role fits into the NAAN team

Trustees. NAAN is governed by a **board of trustees** (who are also company directors). Trustees are not paid. Their role is to ensure that the charity complies with its governing document and the law, and is acting for the public benefit. They meet at least four times a year to review progress and help to set the strategic direction for the charity. They select the Chief Executive and review their performance. The majority of board members are elected by and from the NAAN membership. The Operations Manager (OM) doesn't have a formal relationship with the board, but may well attend meetings and communicate with board members.

Chief Executive. The Chief Executive (CEO) is the most senior member of staff. They have overall responsibility for executive decisions. Internally, they lead on developing the charity's strategy and ensuring progress towards it. They are responsible for managing and motivating the staff team. Externally, they represent the organisation, working with external stakeholders such as the Government, the legal profession, police, health and social care. As a new role, the Operations Manager (OM) will enable the Chief Executive to deliver a newly funded 'systems change' project, focused on improving the identification of people who need an appropriate adult. The OM will report directly to the CEO.

Effective Practice Manager. The Effective Practice Manager (EPM) leads on supporting local appropriate adult schemes. Their focus is on frontline practitioners and local scheme leaders. They develop and deliver resources that make appropriate adults more effective in their role. They are relied on nationally by members as the subject matter expert. They also perform the role of Assessor for students who complete an accredited qualification via NAAN. The EPM also reports directly to the CEO.

Internal Verifier. As a provider of qualifications, NAAN is required to operate and maintain robust internal moderation processes that are documented and conform to common benchmarks. The Internal Verifier ensures this is the case, including by ensuring the quality and consistency of assessment by the Assessor. Unlike the CEO and EPM, the Internal Verifier is not currently a member of staff. Instead, they are contracted to provide a service.

Administrator. As with the Internal Verifier, this role is currently contracted rather than employed. It is envisaged that the Operations Manager will take the role full-time and this will replace the administrator role. However, if a candidate took the OM role part-time, it may be possible to retain some of this support for the more administrative elements of the OM role.

Operations Manager

About you (person specification)

Behaviours and strengths

You manage a quality service and are keen to make it better. Quality, detail and accuracy matter to you. You put the needs of customers first. A proactive organiser, you feel at home with developing action plans, records, and to-do lists. You are focused and self-disciplined. You develop, implement, maintain and review systems to ensure delivery of excellence across the organisation. You enjoy coming up with better ways: simpler processes, greater efficiency and bigger impact from resources, especially through technology. You explain the reasons for change and help people to adapt.

You demonstrate leadership in your area of responsibility. You take a positive approach to problem-solving, with the confidence to act unilaterally and the judgement to know when to involve others. You seek and analyse a range of information to develop solutions and support decisions, taking ownership while inviting constructive challenge. You are curious and self-reflective and enjoy teaching yourself new skills and sharing knowledge. You prefer a coaching culture and thrive when trusted to deliver without constant supervision. You are reliable, resilient, adaptable and act promptly to reassess priorities when there are conflicting demands to maintain performance.

You work collaboratively. You work effectively in a small, dispersed team without a physical office. You resolve gaps and overlaps in roles and responsibilities through flexibility and communication. Excellent verbal and writing skills make you an effective communicator, able to match your style to an audience. You are committed to equality, diversity and inclusion. You recognise everyone as an individual, accepting people for who they are and treating everyone fairly. You actively encourage and provide opportunities for others to share ideas and contributions.

You see the bigger picture. It's important to you to play a leading role in the charity's future and a fairer criminal justice system. You are keen to connect your contribution to the charity's goals.

Knowledge, skills and experience (essential)

- **Management and administration:** Managing the operations of an organisation, service or project of a similar complexity; time-management, deadlines and goal setting; holding responsibility for administrative functions, including finance; improving the efficiency and effectiveness of organisational processes
- **Relationships:** Managing relationships (e.g. suppliers, clients, members)
- **Communication:** a high level of verbal and written skills
- **IT:** Office applications and cloud-based services
- **Data:** Capturing and analysing data; producing reports that combine text, tables and charts
- **Working independently:** working from home, effectively managing work and home life; working with goal (rather than activity) focused briefs and low supervision

Knowledge, skills and experience (desirable)

- **Project management:** accredited training or formal qualifications
- **Income generation:** funding applications/reporting; developing commercial income streams
- **HR:** staffing; development; health and safety; policies; equality, diversity and inclusion
- **Evaluation:** evidencing the impact of projects and services
- **IT:** e-learning platforms; website development (especially Joomla!); software used by NAAN
- **Sectoral:** charities; small business; education (e.g. accredited training and qualifications, e-learning, education funding); justice (criminal and youth, AA schemes); mental vulnerability
- **Communications and creative:** video editing, social media

Operations Manager

About the process

Stages

1. Application. Please submit a CV and a supporting statement to admin@appropriateadult.org.uk by 8am on 6th September. The supporting statement should carefully address the behaviours, strengths, knowledge, skills and experiences we are looking for. We would be grateful if you would complete the [online equalities monitoring form](#) by the same deadline (see below).

2. Shortlisting. We will shortlist candidates by matching details on your CV and personal statement against the person specification. We will look for clear evidence of your experience, skills and knowledge. We're interested in everything that is relevant in contributing to your ability to do the job, including beyond paid employment (e.g. voluntary roles, caring or parenting). We will also be looking to understand your motivation in applying for the role.

3. Task. We may ask candidates to complete a short task as part of the process. We will make sure you are well informed about this in plenty of time.

4. Interview. We will select candidates to invite to interview. This will be conducted via Teams or Zoom, so you will need access to the internet, a camera and microphone. We will provide further details about the interview with the invitations. A second interview may be required.

5. Conditional offer. We will then offer the role to the preferred candidate, subject to two references and the completion of a basic DBS check (please see *Criminal records* below).

Equality, Diversity and Inclusion

We value having a diverse range of perspectives, expertise and insights in the organisation. We are particularly keen to receive applications from groups that are currently under represented in our staff team. This includes, but is not limited to: women, people from ethnic minorities, LGBTQ+ people, people with disabilities and those with lived experience of the criminal justice system, and people returning to work. Non-graduates and people returning to work are welcome.

We are asking all applicants to complete an optional equalities monitoring form. This will be anonymous. You do not need to submit the form at the same time as your application. This means you will not need to trust us to separate the monitoring form from your application because the two will never be attached. If you require reasonable adjustments during the recruitment process, please request a conversation via admin@appropriateadult.org.uk. If we offer you the role, we'll ask you again about your need for any reasonable adjustments in the role.

Criminal records

We understand that people with lived experience of the criminal justice system can face discrimination due to the way the criminal records system works, as well as due to media reports. We recognise the value that lived experience of the criminal justice can bring to our mission. Applicants are free to make a voluntary disclosure at any point, if they wish. We will never ask about convictions that are 'spent' under the Rehabilitation of Offenders Act 1974. This role is not a 'senior manager' for the purposes of the Charity Commission rules on automatic disqualification and it does not include any 'regulated activity'. We will not ask about criminal records prior to the conditional offer stage. At the point of conditional offer only, we will ask for a declaration of offences relevant to finance and fundraising. We will then request a basic DBS check to confirm this. However, if a relevant offence is declared, this will not automatically exclude you from the role. We will talk to you about the wider context and consider whether adjustments to the role are possible and useful. If you are not sure whether it is worth applying, we'd be happy to have a conversation in confidence.