Job Title: Operations Manager

Job Purpose: To manage, develop and co-ordinate the delivery of a complex and diverse range of programmes and activities within a specific geographical division, in order to ensure the best possible quality of provision to learners, and to maximise contract performance and financial viability. The Operations Manager is intended to manage a cluster of centres to achieve this.

Responsible to: Director of Performance & Planning

Responsible for: Direct line management responsibility for Centre Managers and overall responsibility for all centre staff.

Scope & Accountability:

The post holder is responsible for maximising contract values, volumes, achievements and progression for learners in line with YMCA Training’s Strategic and Annual Plans as well as those of local, regional and national funders.

The Operations Manager has management responsibility for the activities, operations, staff and resources of the centres within their division and plays a key role in supporting and responding to the divisional priorities.

Key Responsibilities:

MAIN RESPONSIBILITIES

1. Develop and manage the contracts and activities of YMCA Training in a geographical region, thus contributing to the achievement of YMCA Training’s Corporate Strategy and Annual plan.

2. Identify new sources of work, potential funding and income generation opportunities and supporting the development of proposals, bids and new work, with a view to bringing added value and transition/progression opportunities to existing programmes.

Contract Management

3. Manage the successful delivery of contracts within the division, negotiating and managing allocation of volumes and performance targets to Centre Managers and sub-contractors, where appropriate, to maximise contract performance.
4. Liaise regularly and report on performance to the contract manager(s) of the funding bodies or, for larger contracts, the YMCA Training Director of Planning and Performance, meeting expectations and requirements in an accurate and timely way.

5. Working with relevant Director(s), ensure an appropriate response to key projects, developments and any performance issues, and, where necessary, implement improvement plans and specific actions to respond to changing needs.

6. Ensure that YMCA Training policies, procedures, systems and data requirements for performance management, claims and reconciliation are implemented, ensuring that the organisation’s and the funder’s requirements are met and that good practice is followed at all times.

7. Conduct contract compliance audits in line with the Management System procedures, and take all reasonable steps to ensure that centres are fully compliant with contract requirements.

Financial performance and resource management

8. Produce budgets and forecasts by centre for all work in the division, including costing of bids for work, costing of all areas of expenditure and assessing anticipated income for approval.

9. Manage budgets/forecasts to ensure that income is maximised within the planned expenditure levels and that financial targets are met.

10. Manage the human resource capacity within centres to ensure that contracts can be delivered and that financial expenditure is balanced against actual levels of income, to achieve overall planned budgets.

11. Manage and maintain the physical resources (premises, equipment) within centres to an acceptable level, to satisfy current and future demands of the organisation, advising the Facilities Manager on premises matters and implementing subsequent actions as required.

12. Ensure all centre related management information is input and maintained through the organisation’s MIS, and monitor, analyse and evaluate local and divisional information to inform decision making.

Quality

13. Ensure self-assessments for centres and programmes take place, accurately identifying the effectiveness of provision, and subsequently manage Quality Improvement Plans, to improve weaknesses and build on strengths.
14. Ensure centres deliver programmes according to models of delivery within the Management System.

15. Ensure centres are fully prepared for internal and external verifier visits and activities.

16. Ensure that policies, procedures and forms within the Management System are used correctly in centres and that changes are accepted and implemented.

17. Working with the Centre Managers, take the necessary actions to continuously improve the quality of provision and, where necessary, implement improvement plans and specific actions to respond to specific concerns.

18. Contribute to the work of the Quality Improvement Groups.

19. Ensure participants have access to safe and appropriate employment and placement opportunities through effective engagement with local employers.

20. In consultation with the relevant Director(s), identify and recommend improvements /developments in systems and procedures to raise standards of delivery for participants.

21. Ensure that regular support and guidance is provided to all delivery locations, including audits on compliance with quality standards and required data procedures, thus maintaining successful contract compliance.

Human resource management

22. Manage and motivate the Centre Managers to ensure the successful fulfilment of their responsibilities, using established work review, employee development and performance management procedures and guidelines.

23. Manage staff related and employment issues within centres, in line with YMCA Training policies and procedures and in consultation with a relevant Director and the HR department.

Business development

24. Ensure that business development opportunities for new work are maximised in line with the Corporate Strategy and Annual Plan.

25. Respond positively to YMCA Training’s strategy for partnerships and collaborative work, developing and fostering contacts and local partners as required, and subsequently manage these relationships.
Personal Development

26. Participate in national managers’ forums and other internal networking and development opportunities.

27. Participate in personal training and development opportunities to ensure that professional competence is maintained.

Travel: The postholder will be expected to travel outside their division for training, and to undertake work related to their role and will, at times, be required to stay overnight away from home.

Health & Safety

The Operations Manager must ensure that centres comply with all legal and regulatory requirements. For example, health and safety and statutory building regulations. Premises and their contents must be maintained in a condition that protects the Health, Safety and Welfare of staff, participants and visitors.

The Operations Manager should ensure that there is consistent and comprehensive monitoring, management and evaluation of health and safety within the location (and off site activities including work placements) to minimise risk to staff and participants.

Equality & Diversity

In addition to their responsibilities outlined in YMCA Training’s Equality and Diversity policy and procedures, the Operations Manager should also:

- Keep up to date with equality issues as they relate to their work;
- Promote positive attitudes to diversity through the location’s training and assessment practice;
- Anticipate and respond to the diverse needs and motivations of all participants;
- Deal with discrimination caused by others that affects learners and colleagues.

Safeguarding, Wellbeing and Health & Safety:

YMCA Training is committed to safeguarding and promoting the welfare and safety of young people and vulnerable adults and expects all staff to share this commitment.

During their employment, the postholder must comply with the organisation’s Health and Safety and Safeguarding policies and practice.

During the course of their employment, the postholder may become concerned about the wellbeing or safety of one of our learners. They must be able to recognise signs of
abuse, and be clear on their duty to act appropriately, in accordance with company's safeguarding policy and practice.

Data Security

YMCA Training depends on a wide range of information and communications systems to deliver its training services. Security of these systems and the data they hold, and of the hardware and networks on which they operate, is necessary, both to honour our obligations to the providers of this data (participants, full and part-time staff and other stakeholders) as registered under the Data Protection Act, and to protect the systems and data from accidental or deliberate damage, loss or corruption.

During their employment, the postholder must maintain the highest standards in relation to the collection, use, storage and disposal of sensitive information / data. They must also act promptly and effectively to resolve data security issues if they become aware of them, reporting any incidence or breach of standards to a Director.

The postholder must comply with YMCA Training's Data Security Policy, familiarising themselves with its contents, and carrying out the requirements contained in it as they apply to the position they hold. The postholder must adhere to the data security requirements of all other relevant YMCA Training policies and procedures and report any breach of these standards if they occur.

Key competences
The following skills and valued behaviour apply to this post. Items should be selected from this list to inform recruitment and selection decisions. Items should be transferred to shortlisting forms and interview checklist. At the time this is done, recruiting managers should identify whether the items are essential or desirable.

<table>
<thead>
<tr>
<th>Knowledge &amp; Qualifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Knowledge of employment training and education provision, funding bodies and requirements</td>
</tr>
<tr>
<td>- A sound understanding of Quality and Standards within a training environment</td>
</tr>
<tr>
<td>- Possesses or willing to work towards relevant management qualification</td>
</tr>
<tr>
<td>- Knowledge of basic employment law</td>
</tr>
</tbody>
</table>

Experience

- Extensive experience of managing contracts within the training sector and preferably across a multi site operation
- Experience of motivating and managing individuals to achieve performance targets
- Experience of financial or budgetary management, ideally within a complex funded environment

Skills and Abilities and Behaviours
Individuals who will excel in this role will be practical and able to find workable solutions.
to issues. They will be hands on and able to motivate their teams to achieve. They will have:

- Well developed planning skills
- Well developed skills in the management of teams
- Ability to implement policy and procedures agreed at senior level or from funding and other external bodies
- Resourcefulness
- Keen administrative and attention to detail
- Ability to be Target driven
- IT skills
- Developed social and networking skills
- Respect for and sympathy with the Aims and Purposes of the YMCA

Note: This part of the Job Description to be introduced during induction and performance review meeting. Aspects from this section of the document to be included in the job advertisement and incorporated into the recruitment and selection process.

INDUCTION AND PERFORMANCE

Qualification requirements:
The following professional qualifications are required for this post. If you do not currently hold these qualifications, you will be expected to undertake them during your employment. An individual learning and development plan will be agreed with you during your induction.

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Essential/Desirable</th>
</tr>
</thead>
<tbody>
<tr>
<td>TBC</td>
<td></td>
</tr>
</tbody>
</table>

Suggested Learning & Development
You will be expected to attend a number of learning and development events to maintain and enhance your skills and knowledge. For this particular role, the following courses are mandatory and should be completed within the first 12 months of employment (subject to availability).

<table>
<thead>
<tr>
<th>Learning &amp; Development pathway</th>
<th>Internal delivery option available</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeting and Finance Procedure</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CPD Requirement
It is good practice that the post holder updates their CPD records as learning & development takes place. However, the minimum requirement is for CPD records to be updated every 12 weeks.

Skills for Life Requirement (English, Mathematics, ICT)

YMCA Training believes that to be effective in your role, you should be capable of operating at the following levels.
(Please note: Employees will receive support and coaching where assessments show that they are working below these levels)

<table>
<thead>
<tr>
<th>Subject</th>
<th>Level – 4 / 3 /2</th>
<th>Essential/Desirable</th>
</tr>
</thead>
<tbody>
<tr>
<td>English</td>
<td>3</td>
<td>Essential</td>
</tr>
<tr>
<td>Mathematics</td>
<td>3</td>
<td>Essential</td>
</tr>
<tr>
<td>ICT</td>
<td>3</td>
<td>Essential</td>
</tr>
</tbody>
</table>

RECRUITMENT AND SELECTION

Recommended Recruitment & Selection methods:

<table>
<thead>
<tr>
<th>Selection Tool</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Literacy/Numeracy diagnostic assessment</td>
<td></td>
</tr>
<tr>
<td>Panel Interview</td>
<td></td>
</tr>
<tr>
<td>Budgeting exercise</td>
<td></td>
</tr>
<tr>
<td>Management Report &amp; Presentation</td>
<td></td>
</tr>
</tbody>
</table>