

DIRECTOR OF SERVICES

THE GARWOOD FOUNDATION

Purpose

Reporting to, and working with, the Foundation's trustees, to co-ordinate the day-to-day activities of the Foundation, to work with trustees and governors in developing strategy and policy, to develop effective relationships with internal and external stakeholders and to be accountable for the Foundation's budget. In addition, to provide line management, leadership and direction to the Foundation's Centre heads while monitoring and maintaining compliance with regulatory and statutory obligations.

Strategy

- To work closely with the Foundation's trustees in developing its strategy, developing a clear understanding of trends for the future.
- To develop and maintain a management and service structure which is fit for the present and for the future.
- To recommend actions, policies and procedures to support the Foundations aims and objectives, and to help formulate these.
- To develop a clear understanding of statutory and regulatory frameworks and to act on these as appropriate

Line management

Reporting to Chair of Trustees

Line management responsibility for:

- Head of School
- Head of Day Centre
- Head of Jean Garwood House
- Retail Managers
- HR Advisor
- Fundraiser
- Maintenance Manager
- Finance function (dotted line relationship to Honorary Treasurer)

Operations

- Working closely with service heads, governors and trustees, delegating as necessary, to oversee the effective delivery of services.
- To be proactive in identifying opportunities for operational improvement.
- Working with service heads, using internal and external expertise where appropriate, to ensure that the Foundation's policies and procedures are up-to-date and implemented.
- To act as an escalation point in cases of disciplinary and grievance action.
- To co-ordinate, and proactively support, the activities of the Foundation's Trustee and Governor bodies
- To lead recruitment and selection processes for service heads and their direct reports.

- To proactively manage, motivate and lead the Foundation's service heads, including recruitment, line management and performance management.
- To ensure service heads are qualified to the appropriate and to encourage and support their professional development, using appraisals and performance reviews as a vehicle for this.
- To ensure service heads' job descriptions are up to date and appropriate, reviewing these as necessary, seeking and obtaining agreement to any changes.
- To maintain the Foundation's records, using the most appropriate tools.
- To take an active role in the development and delivery of Foundation-wide projects, including Phase 3.

Relationships

- To identify, maximise and support opportunities for service heads to work together and learn from each other.
- To seek opportunities to develop effective relations with internal and external stakeholders, and to explore and take advantage of networking opportunities.
- To develop and maintain effective relationships with staff, trustees and governors.

Budget

- To work closely with the Foundation's Honorary Treasurer, service heads, trustees and a governing body in ensuring budgets are set and monitored, and remedial action planned and taken where necessary.
- To sign off expenditure as delegated by the Foundation's trustees.

Compliance

- To ensure that compliance with statutory and operational rules is respected and to ensure breaches are handled at the appropriate level.
- Working with service heads, using internal and external expertise where appropriate, to ensure that the Foundation's policies and procedures are up-to-date and implemented.

The Person

- Will be passionate about supporting those with disabilities.
- Will have worked in a paid or voluntary capacity within the care/ education sector and have strong understanding of the 'landscape' within these sectors.
- Will have strong interpersonal and influencing skills.
- Will have a compliance mindset combined with a strong understanding of the mechanics, management and mitigation of risk.
- Will have a strategic mindset with the ability to think and plan 3-5 years ahead.
- Will have excellent organisation skills.
- Will be an effective communicator, adapting his/ her style according to the audience and situation.