

Unlocked

INFORMATION PACK

**Chief Operating Officer
(maternity cover)
January 2022**

COO: KEY FACTS

Reports to	CEO
Manages	Four staff (covering Finance, Data, Office, HR and IT functions)
Location	London
Salary	£80,000-85,000
Start date	April 2022
End date	April 2023
Closing date for applications	9am on 31st January 2022

ABOUT UNLOCKED

Thank you for your interest in Unlocked Graduates, and the role of COO.

Unlocked Graduates exists to break cycles of reoffending, with particular focus on breaking the link between disadvantage and reoffending. Currently prison is not a place which successfully does this: the average prisoner has 16 previous convictions and 48 percent of prisoners reoffend within a year of release. This is the problem which Unlocked Graduates exists to fix.

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, and we know that the most effective prison officers have a hugely positive impact on prisoners. Unlocked Graduates develops outstanding individuals to lead rehabilitation, and in doing so raises the status of the prison officer and makes the frontline of prisons a place where cycles of reoffending can be broken. So far we have successfully recruited, trained and placed over 500 excellent graduates into prisons across the country. We are listed in the Times Top 100 Graduate programmes and feedback on our participants has been extremely positive: they are doing a great job.

THE ROLE

Unlocked needs to be exceptionally high performing because the work we do is both extremely challenging and massively urgent. We need our organisation, systems and people to be brilliant, and to be supported brilliantly, in order to make this happen. The COO is central in setting this vision and making it a reality within the charity.

The COO works closely with the CEO. Responsibilities include oversight of HR, finance, risk, governance, premises and IT. Additionally, the COO works with the CEO to drive internal priorities, strategy and culture across the whole organisation.

The COO will be the main point of contact for performance systems and financial oversight. They will manage organisational performance, governance, finance, human resources, contracts, compliance, and evaluation, and will not only be focused on our back office function which enables all other teams to do their work, but also on how we can drive better outcomes and impact across the whole organisation.

Our ideal candidate will be excited to continue developing the organisation so that it is truly excellent and redefines what it is possible to achieve. We don't believe you need particular qualifications or chartered memberships to be great at this role: the way you think and solve problems, and what you can achieve is far more important.

This opportunity is a fixed-term maternity cover for 12 months and may be an ideal secondment or development opportunity for a senior leader.

KEY ACCOUNTABILITIES

Strategy and impact

- Implement Unlocked's five-year strategic plan (2019 - 2024), ensuring deep engagement across the organisation and support at Board level where needed
- Oversee all data management for the organisation, including impact measurement work, instilling a culture of being rigorously data led in all parts of our work. Use this data to understand where we need to develop and improve systems which will track our impact in the areas where we are trying to make a difference. Also use this data to effectively identify, manage and mitigate risk.
- Support the CEO in maintaining a culture of excellence and innovation across the organisation, where people are always eager to learn more, get better at what they do and redefine what is possible.
- Manage the expansion of the charity as our organisation develops and grows including by supporting the Director of Ventures with setting up for new work and undertaking initial planning.
- Prepare agendas and reports for the Finance, Audit and Risk Board subcommittee, and work with the CEO to prepare reports for the Board and HMPPS.
- Support the relationship with central government. This covers regular reporting on our current agreement and sharing information with civil servants.
- Manage relationships and ensure Unlocked is complying with all relevant legal, financial and regulatory requirements, including those set out by the Charity Commission, HMRC and employment law.
- Help the CEO to organise effective SLT meetings.

Finance, legal and compliance

- Work with the Head of Finance to provide financial oversight for the organisation. This will include helping the CEO to agree budgets and reforecasts, as well as ensuring the Head of Finance provides detailed financial reports and updates to funders, the Board, and the CEO.
- Ensure that resources are in place to deliver a sustainable business model which delivers our mission, and that risks are understood and mitigated.
- Work across the organisation to understand where we can improve in terms of streamlining resource and maximising impact.

Organisational development and performance

- Lead and manage the Operations team, setting clear objectives and ensuring staff remain motivated and mission aligned.
- Drive collaboration across the organisation, helping to balance the needs of different teams.
- 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, innovative, responsive and free from unnecessary bureaucracy and cost.
- Attract, select and develop diverse top talent into Unlocked Grads.

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
- Embody 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

- Minimum three years operational experience in a fast paced, high growth or entrepreneurial setting
- Experience of being a disruptor 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 work across a high performing organisation
- Experience of leading cross-organisational change, with the ability to influence others across a sector including government and other decision makers
- Ability to oversee financial / operational systems, and manage back office

Characteristics and skills

- Have a high level of interpersonal skills with the ability to work effectively across the organisation, and manage shared service providers and external stakeholders
- Detail focused, highly flexible, well organised and analytical
- Meticulous attention to detail, as well as relentless about accuracy and neatness
- Ability to balance this with big-picture strategic issues
- Highly motivated person who is excited to be part of a disruptive, mission focused organisation
- Excellent Excel and PowerPoint skills
- Qualified to degree level (or equivalent)
- Right to work in the UK

DIVERSITY AND INCLUSION

The communities that we exist to serve are diverse, and to thrive in our work towards our mission, we must be too. We believe that diversity simply makes for a stronger team. We therefore aim to create a workplace that is welcoming for all, inclusive of ethnicity, disability, age, religious belief, marital status, pregnancy, sexuality or gender.

Currently our senior team is too homogenous, particularly when it comes to ethnicity. We are therefore actively seeking applicants from Black, Asian and ethnic minority backgrounds for this role.

We are also keen to see more applications from people who have been in prison.

To remove bias where possible, we blind assess candidates for interview based on their relevant skills, qualifications, or experience.

WHY WORK FOR UNLOCKED?

First and foremost, Unlocked offers the satisfaction of working for a high performing and exciting organisation which is actively making an impact on one of the most challenging social justice issues which exists in our society today.

We want Unlocked to be a great place to work. What we are doing is difficult. We have high levels of challenge, and to make sure we achieve what we need to, we need excellent people who will welcome the opportunity to become brilliant at what they can offer the organisation as well as come up with great ideas to make us better. Because our organisation is small, the scope of work is comparatively large compared to most similar organisations. This means you will have more opportunities and get more senior experience than in a bigger organisation.

These demands also mean we want to offer higher levels of support. With that in mind, all employees at Unlocked are offered the following core package of benefits.

Holiday	27 days annual leave plus (by CEO discretion) office typically closes from 25 December to 1 January
Pension	We offer 10 percent employer contribution even if you make no employee contribution. You can also opt to pay more by salary sacrifice if you wish.
Flexibility	Fully agile working policy – our team can work when and where works best to deliver the requirements of their role.
Wellbeing	Employee Assistance Programme: monthly employee coaching from Sanctus, and a team of Mental Health First Aiders on our staff.
Health	Gym membership: discounted gym and fitness membership through Gympass. You can also opt to reduce the employer pension contributions to nine percent in exchange for a £30 a month gym membership subsidy. Cycle to work scheme
Development	We want all of our team to understand our mission and the challenges facing prison officers. You will have opportunities to attend study days with our participants and visit prisons to really understand our work. We believe in supporting people to develop the skills they need to be excellent – whether this means funding external training, finding a mentor to support them or giving them the time to learn from others in the organisations through our regular CPD sessions.
Volunteering	Want to volunteer as a trustee or in some other capacity for a mission-aligned organisation? We support our team to take on these commitments without taking annual leave.
Our staff also tell us they like	Modern and professional centrally located offices in London, Manchester and Birmingham including perks like free coffee and fruit deliveries. For staff working at home we support them to create a workspace and provide technology that enable them to work effectively. Regular opportunities to get together as a whole staff and in your team, including away days, social events and other development events .

HOW TO APPLY

APPLY HERE: <https://app.beapplied.com/apply/lxfzx9xguw>

The first stage of our application is through Be Applied. This allows us to blind screen all applicants in order to best identify who will get through to interview.

The deadline for applications for this role is **9am on 31st January**.

For more information about the role, please email bodil.isaksen@unlockedgrads.org.uk to set up a chat with the incumbent COO.