

A man with glasses and a green plaid shirt is sitting on a skateboard, looking at a young boy in a green t-shirt. They are outdoors at a skatepark. The man has his hand on his head and is smiling slightly. The boy is looking at him. The background shows trees and a rainbow flag.

SMASH

Head of Operations

Recruitment Pack

April 2022

Welcome!

I am delighted you are considering applying for our Head of Operations role with SMASH youth project—I know as CEO I am biased, but this truly is a wonderful little organisation, full of passionate people making a meaningful difference to the lives of local young people.

I am delighted that you are considering joining our team and for taking time to find out more about our organisation.

Growing up in the world today is complicated. From family problems, to exam stress, the isolation of recent years to the pressures of navigating friendships, life can at times become overwhelming. For some young people it can feel impossible to cope. At SMASH we are determined that young people get the support they need, when they need it, without judgment.

Currently, we are able to engage with around 150 young people a year, but there is much more we could do, and want to do. As we look to carefully expand our offer, we are looking for someone to take a lead on the efficient and safe day to day operations of



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Demand on our services continues to grow, and over the last couple of years we have invested in modernising and embedding new systems, infrastructure and processes to help us adapt to our new offer, developing from a large volunteer base to a professional mentoring approach.

The successful candidate will be experienced in leading, managing and supporting a team but will also be very comfortable rolling up their sleeves and helping with everyday tasks and routines. An ability to operate calmly in a often changing landscape whilst being able to juggle regularly changing and competing priorities will be key.

Since joining SMASH I have been immensely impressed and proud of the work I have seen being delivered by the team here and I am inspired on a daily basis by the many people I meet and work with. This hugely rewarding role provides a fabulous opportunity for an experienced manager to join a committed, hardworking and dedicated team. We are passionate and determined to do all we can to help the growing numbers of young people who need our support and I hope you will be inspired by this exciting opportunity.

I look forward to hearing from you.

Andy

Andy Malcolm

Chief Executive

Values, Vision and Mission.

SMASH has been mentoring young people locally for 23 years, founded in 1999 by passionate, local people. Throughout the ups and downs of the last two decades, we've been there for young people, responding to the challenges of the time.

The lives of young people today look different to those when we started out, but they are equally challenging. With increasing levels of poverty, reduced investment in youth services, and a digital world full of opportunity and risk, young people need change. The Covid-19 pandemic has only added to these challenges, and its fallout will continue over the coming months and years. Our determination to support young people is stronger than ever, and our organizational values will be at the heart of all of our future work.



Our Vision

Where every young person's struggles with their wellbeing are rare, brief and not repeated.

We want to see a world where every young person who is struggling feels able to reach out, and has people and services around them who can really help.

Our Mission

To ensure young people get the support they need, when they need it, without judgment.

Whether they need a reassuring conversation, safe peer groups spaces or simply the knowledge that they are not alone in how they are feeling, we will make sure that all young people get support that meets them where they're at.



Photo by [Jesús Rodríguez](#) on Unsplash

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Our Values

At SMASH, we believe that how we do things is just as important as what we do. Our values are fundamental to who we are, they give us confidence that not only will we deliver on our promises, but that we will do so in the right way. Our values drive everything we do – the decisions we make, the actions we take, the partners we choose, the way we treat each other. They are our statement to the world about what matters to us, but just as importantly, they are how we hold ourselves accountable for our own behaviour.

WE PUT YOU FIRST

Whoever you are, we welcome you, celebrate you and support you to be you!

CARING IS OUR MOTIVATION

Everything we do we do with love, care and compassion

WE'RE GENEROUSLY COLLABORATIVE

We really believe that $2+2=5$, we travel further together.

OUR VALUES

WE SPEAK UP WHEN THINGS AREN'T RIGHT

We know what needs to change because young people tell us; if they raise their voices, so do we!

The Head of Operations Role.

We're looking for an excellent Head of Operations to join our growing team at SMASH!

SMASH exists to empower young people to be their best self by increasing their confidence, improving relationships and increasing engagement in healthy and positive activities. We've been doing this for over 20 years and would love you to join us on the adventure.

If you are the ideal person we're looking for, you are a person who makes things happen. You feel comfortable taking on responsibility for key areas of the business and ensuring that our engine is running smoothly! You are self-motivated and enthusiastic and you enjoy taking initiative and leadership within your area. You get great satisfaction from completing projects and developing processes that help make life easier for everyone. You're extremely well organised and great at communicating - both verbally and in writing, as well as having a really good head for data. You pay great attention to detail (nothing slips past you!) and you're a dab hand with a

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spreadsheet. You're resilient and great at problem-solving - you treat problems like puzzles and look at them from all angles to find the best solution. You are open to trying new things and doing things differently and you ask great questions - challenging why things are done in a certain way or seeking support when you need it. You are comfortable working in a fast moving, values-driven organisation with an innovative spirit, which means that you won't always have all the information or answers when starting out. You'll be able to live in the tension of needing to be organised in a changing landscape.

For our part, we will be a charity that you love being part of, offering you all the support and encouragement you need to not just do the job well, but flourish as a person. How we care for our team really matters to us, and this will reflect in how this job looks and how we look after you.

We are deliberately advertising this post beyond our own network because we hope we'll find applicants with a diverse range of backgrounds, experiences and perspectives. We value diversity in all forms and we believe that increased diversity will only make our charity better.



Photo by [Anthony Fomin](#) on [Unsplash](#)

Key responsibilities

Leadership and Strategy

- To champion SMASH's vision and values through the creation of efficient and effective systems and processes that allow the whole team to work with confidence and clarity.
- Embed the SMASH values – We put people first, Caring is our motivation, We're generously collaborative, We speak up when things aren't right - across the organisation
- Develop and implement action plans which ensure the seamless delivery of our Strategic Plan

Organisational Effectiveness and Service Operations

- Increase the effectiveness and efficiency of our operations through reviewing and developing initiatives to improve our central functions of HR, IT, administration, impact measuring and reporting
- Ensure that the organisation is compliant with all relevant legislation by conducting risk assessments, monitoring performance, reviewing procedures and supporting the maintenance of the risk register
- Act as the Data Protection Lead, developing effective policies and procedures, ensuring appropriate staff engagement, training and support
- Evolve SMASH's systems and processes for impact monitoring, evaluation and obtaining regular feedback from stakeholders, including SMASH participants and staff, in order to inform and improve services

HR, People Management and Sustainability

- Cultivate an inspiring and supportive workplace culture and model a fair and open management approach that ensures trusted relationships are embedded

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- Oversee and develop all stages of the employee and volunteer cycle process, from job design and recruitment to performance management, supervision, development and leaving processes
- Ensure that SMASH's values are embedded in all staffing policies, processes and decisions
- Provide ongoing HR expertise for the team and proactively, consistently and skilfully address any staffing issues

You will also deputise for the CEO as required, both internally and externally, and flexibly undertake any other duties that may arise, develop or be assigned in line with the broad remit of the position. This job description does not form part of your contract of employment and can be amended from time to time as the needs of the organisation require.



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Person Specification

	Essential	Desirable
Education/ training/ qualifications	<ul style="list-style-type: none"> Evidence of recent continuing professional development relevant to the post 	<ul style="list-style-type: none"> Qualification or advanced training in a relevant area such as human resources organisational management
Experience	<ul style="list-style-type: none"> Experience of leading strategic and operational planning and implementing successful action plans and overseeing organisational change Strong management experience including overseeing organisational development, motivating and developing staff, developing culture and responding to complex staffing issues with empathy, fairness, consistency and appropriate confidentiality Demonstrable experience in data management, including confidentiality and data protection legislation Understanding of social impact reporting and experience of monitoring and evaluation systems to measure impact Ability to work robustly within challenging and unpredictable environments, to troubleshoot and problem-solve difficult situations calmly and effectively, manage risk, recognising potential impact of decisions across all parts of the organization 	<ul style="list-style-type: none"> Experience in an operations and/or HR role including designing and/or maintaining processes, systems and policies in line with best practice Experience of producing reports of organisational outcomes, outputs, and financial activity First-hand experiences of the issues we address through our work An understanding of young people's development needs and the issues important to them

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Interpersonal skills	<ul style="list-style-type: none"> • Confident, with a calm and resilient nature – not easily phased. • An understanding and acceptance of the SMASH values and the centrality of these to the work of the charity. • Ability to manage own time and workload efficiently, prioritise and meet tight deadlines and work in a fast paced 	<ul style="list-style-type: none"> • Ability to take and give direction.
Additional requirements	<ul style="list-style-type: none"> • Other activities relating to the general charitable purposes of SMASH as and when they may be required. 	

Terms of Employment

Hours of work: Part time – 21 hours/week (with options for flexible working and term-time only if desired)

Reporting to: CEO, SMASH Youth Project

Salary: £35,423 FTE (0.6 - £21,254)

25 days annual leave (pro-rata 15) + bank holidays + office closure between Christmas and New year

3% employer pension contribution (5% employee) through NEST.

How to apply

To apply, please send your CV and covering letter outlining how you would match our person specification and why you'd be suitable for the role to recruitment@teasmash.org.uk. Do drop us an email if you have any questions or would like to find out more too.

We are also hosting two 'Meet the Team' events before the closing date for an opportunity to come and hear a bit more about SMASH, meet the CEO and have any questions answered from those who work here day to day.

- Mon 9th May, 7pm— <https://bit.ly/3uEzBxb>
- Saturday 14th May, 9am—<https://bit.ly/3vibkvX>

The closing date for applications is 5pm on Wednesday 18th May

We look forward to hearing from you.

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