



Here for young people  
Here for communities  
Here for you



# Chief Operations Officer for Early Years

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**CANDIDATE PACK**  
**MARCH 2024**

YMCA BLACK COUNTRY GROUP

# WELCOME

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Thank you for your interest in YMCA Black Country Group's Chief Operations Officer for Early Years position. YMCA Black Country Group is an established local YMCA, with a positive reputation for its leadership contribution at a regional, national and international YMCA level.

Despite the challenges of recent years, YMCA BCG has been experiencing an exciting period of growth across its service areas. It is financially robust, well governed and has a superbly talented staff team.

We are also proud to be the first YMCA in the World and only the second organisation in the World to be accredited with the ISO30415 international standard in Human Resource Management: Diversity and Inclusion. We have also recently received the Gold Investors In People Award – a recognition of our desire and efforts to be world class employers.

We are now looking for Chief Operations Officer for Early Years who will be responsible for ensuring the highest quality service delivery across our nine day nursery settings. They will also be at the forefront in supporting the Board and Senior Team in making our YMCA a place that reflects our Christian ethos and values to everyone connected to us.

Should an informal conversation about the role be helpful to you, please contact our HR team on 01902 371 550 or email [hr.recruitment@ymcabc.org.uk](mailto:hr.recruitment@ymcabc.org.uk)

We look forward to hearing from you.

**Steve Bavington**  
*Chief Executive Officer*



## ABOUT US

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**YMCA Black Country Group is a local YMCA charity, which primarily operates across the Black Country areas of Dudley, Sandwell, Walsall and Wolverhampton and into the Staffordshire border areas.**

We are part of the English Federation of YMCAs and the worldwide YMCA Movement.

YMCA is the largest and the oldest charity working with young people in the world. Across England and Wales there are 83 YMCAs. Each one is a thriving and active community that

is transforming lives. We focus on young people and help them play an active and fulfilling role within their communities. We call this a youth minded community approach.

We are proud of our Christian heritage and ethos. We are an inclusive Christian movement transforming communities. We provide a wide array of community based activities and services to help meet local needs wherever we are based

# OUR SERVICES



YMCA is an innovative local charity which employs 200 people and provides a variety of services across the Black Country and South Staffordshire.

We deliver a wide range of youth and community services including housing, family & youth work, health & wellbeing, training & education, and support & advice.

In 2022/23 YMCA Black Country Group's charitable services supported **16,588 children, young people and community members** during the year.

## Family & Youth

We operate a network of nine day nurseries across the Black Country for children aged 5 and under.

We also offer a range of youth activities that empower their personal development, and improve physical health and mental wellbeing.

## Health & Wellbeing

We run a variety of community projects to develop emotional resilience and promote positive lifestyle choices. Our community gym in West Bromwich is fully equipped to meet the fitness needs of all abilities.

## Housing

We provide 406 accommodation units, a range of housing options for young people, vulnerable adults and young professionals; accommodation that is person centred and enables them to belong, contribute to their communities and thrive as individuals.

## Training & Education

We facilitate training, education, support and resources to give people opportunities to gain qualifications, skills and employment.

## Support & Advice

We offer a safe place to talk and get help through chaplaincy, mentoring, counselling and signposting to other relevant services.

# WORKING FOR US



**We believe in creating opportunities and places where individuals can Belong, Contribute and Thrive.**

We are an organisation that embraces a culture where our Christian based core values are at the centre of all we do.

Being part of YMCA Black Country Group is not only exciting and challenging but it also has many rewards. We look for team players with a variety of skills who will help

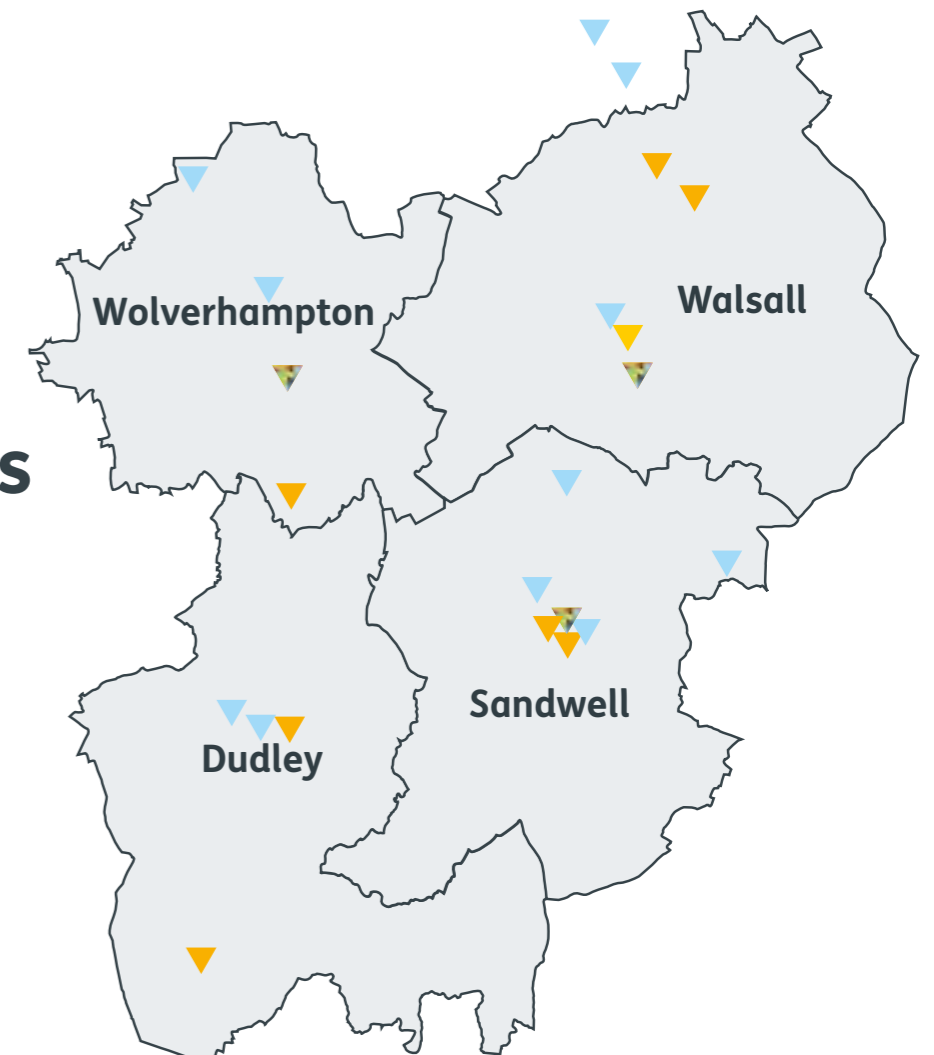
to drive the organisation forward from its current position to one that is stronger, more confident and with increased credibility to help improve the lives of our clients.

We are committed to creating a workplace where all employees are given the opportunity to reach their full potential, feel valued and work together effectively to achieve our goals. In this way we will establish a workforce, which reflects the diversity of the wider community.

# OUR LOCATIONS

## Connected Communities

- Family & Youth Work
- Health & Wellbeing
- Housing
- Training & Education
- Support & Advice
- Community Branch



### Dudley

- Wolverhampton Street
- Highland Road
- Hayes Lane Day Nursery
- St James's Road Nursery

### Walsall

- Small Street Centre
- The Glebe Centre
- Green Lane Housing
- Pelsall Lane Day Nursery
- Pelsall Village Day Nursery

### West Bromwich

- Western Gateway
- Carters Green Day Nursery
- Greets Green Day Nursery
- Hamstead Road Housing
- High Street Housing
- Phoenix Street Housing

### Wolverhampton

- City Gateway
- Cannock Road Housing
- Catisfield Crescent Housing
- Hurst Hill Day Nursery

### Other Locations

- Stanley Lodge, Wednesbury
- Aelfgar House, Rugeley
- Harney Court, Rugeley



## OUR VISION

**Our vision describes where we are heading; what we are becoming**

*“YMCA Black Country Group is part of an inclusive Christian Movement, transforming communities, so that all young people can truly belong, contribute and thrive”*

## OUR MISSION

**Our services deliver our mission;**

*“Developing Body, Mind & Spirit”*

# OUR VALUES

Our values describe the way we behave.

They aim to be Christ-centred, inclusive for all, and aspirational.

## COMPASSION

**We demonstrate active care and concern for all.**

*“Love one another, be compassionate and humble.”*

*1 Peter 3:8*

## HOPE

**We encourage an expectation that life has more.**

*“There is surely a future hope for you.”*

*Proverbs 23:18*

## TRUST

**We build Trust through open honest and transparent relationships.**

*“The Lord...delights in people who are trustworthy.”*

*Proverbs 12:22*

## INSPIRE

**We inspire people to reach their potential.**

*“My purpose is to give life in all its fullness.”*

*John 10:10*

# OUR ETHOS



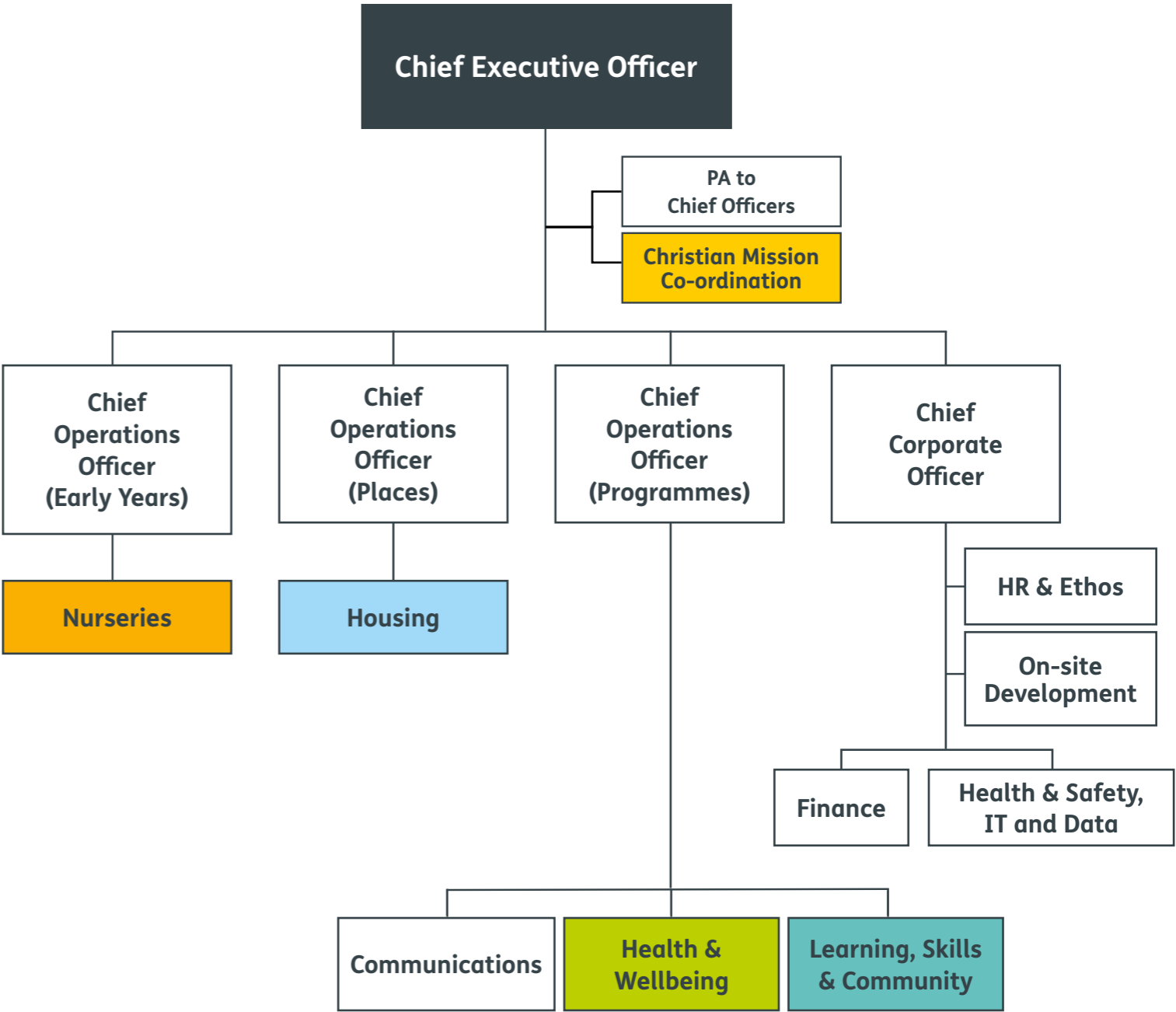
**Our Ethos describes what we believe in and the motivations that drive and underpin our organisational life. It draws on the YMCA's Paris Basis and Charitable Objectives.**

A summary of this Ethos states:  
*"YMCA is built on a strong Christian foundation. We trust in a God of love, expressed through the life, teaching and sacrifice of Jesus Christ, and aim to live this out in our actions and values. We enable people to flourish by experiencing and responding to this love. It inspires and challenges us to trust steadily, hope unswervingly, and love unconditionally."*

*"We believe all people are made in God's image and place equal value on every individual, welcoming people of all faiths and of none. We therefore seek to serve others, look for the best, forgive when wronged, go the extra mile, stand with those who face disadvantage or exclusion, challenge discrimination and social injustice, be transparent, do the right thing, and never give up."*

*"We enable people to develop their full potential in mind, body and spirit. Inspired by, and faithful to, our Christian values, we create supportive, inclusive and energising communities, where young people can truly belong, contribute and thrive."*

# ORGANISATIONAL STRUCTURE



# ROLE DESCRIPTION

ROLE DESCRIPTION

Job Title:	Chief Operations Officer for Early Years
Responsible to:	CEO
Responsible for:	Nursery Management
Remuneration:	Circa £55,000 - £59,000 p.a. + Benefits
Working Hours:	37.5 hrs (including flexible working, and occasional evenings / weekends)  Part-time may be considered.
Contract	Permanent
Commencement:	Immediate
Base:	Tramway Drive, Wolverhampton and YMCA premises across the Black Country. Home working is permissible but should not be more than 10% of working time.
Annual leave:	33 days (inc. 8 statutory holidays), plus up to 5 ‘service’ days pro-rata

Background:

YMCA Black Country Group (YMCA BCG) is a group of YMCA charitable companies & associated trading subsidiaries operating in the Black Country and South Staffordshire area. The charity employs around 200 staff across several sites, delivering a wide range of community services including supported housing, youth work, childcare and family support, skills and employment training, health and well-being services.

YMCA BCG is part of the worldwide YMCA, a Christian Movement, founded on the Paris Basis, uniting Christians who, motivated by their faith in Jesus Christ, wish to combine their efforts to extend the Kingdom of God. Its social programmes, meet the needs of many local communities of all faiths and none, which forms part of the fulfilment of this mission.

The majority of YMCA BCG staff are not practicing Christians, but understand that they work for a Christian organisation with distinctively Christian ethos and values, and that these will be reflected in and through the activities that they run.

YMCA BCG Trustees are committed to supporting the YMCA Movement by developing 21st century expressions of Christian faith, within a secularised culture. This post is a key part of this exciting challenge.

Job Role:

- The Chief Operations Officer for Early Years will hold primary responsibility within YMCA Black Country Group (YMCA BCG) for:
- ▶ Oversight of Early Years Key Performance Indicators and Quality
  - ▶ Embedding the vision & ethos within the bespoke curriculum for YMCA BCG Nurseries
  - ▶ Maximising early years income
  - ▶ Leading and mentoring a team of Nursery Managers to continuous quality improvement and financial stability
  - ▶ Being the Lead Officer for Safeguarding and Ofsted Nominated Individual for all YMCA Early Years settings, providing senior-level safeguarding expertise and support across the Group
  - ▶ Together with all Chief Officers, take collective responsibility for the delivery of the Strategic Plan on behalf of the Board.
  - ▶ As a Chief Officer, to communicate the faith based motivation of the YMCA movement internally and externally in support of the Paris Basis and Challenge 21 statements of the YMCA World Alliance.

This post is subject to YMCA BCG’s Central Post Policy.

This includes the following statement:

*“The Association is committed to employing people irrespective of their faith in the majority of cases in accordance with its Equality & Diversity Policy. However, in order to nurture and uphold the Christian ethos of the Association, there are some posts for which the Association believes there is an Occupational Requirement (OR) for the post holder to have a personal commitment to the Christian faith.”*

Key Result Areas

Strategic Leadership

- ▶ Implementation and delivery of the Strategic Plan and operational performance management (especially related to the Nurseries), to achieve strategic objectives within approved budgets.
- ▶ Advise the Board (via the CEO) on the future development of YMCA BCG’s Strategic Plan.
- ▶ Strategic management of organisational risks, future opportunities and threat (especially related to the Nurseries) to ensure continued viability.
- ▶ Maintain an in-depth and current understanding of local and national Early Years context and advise the CEO & Board accordingly
- ▶ Maintenance of a Chief Officer presence throughout the Association’s Nurseries; effectively communicating and motivating staff, and acting as organisational spokesperson for strategic communications, and events.
- ▶ Prepare Board items and facilitate Board Working Groups / Committees as required by the CEO

Business Development

**ROLE DESCRIPTION**

- ▶ Increasingly support the visioning, partnerships, funding acquisition & project management of future capital schemes as directed by the CEO (including new Early Years developments).
- ▶ Drive new growth and project development across the Nurseries, in support of Strategic Plan objectives – and especially (i) obtaining new funding / resources, and (ii) developing sustainable social enterprises, to meet strategic objectives
- ▶ Continually review related market trends and delivery methods and models, identifying opportunities, threats, and benchmarking against other providers to inform future growth and sustainability.

**External Relationships**

- ▶ Lead on links into local strategic networks which expand opportunities for organisational growth (and in turn develop opportunities through the Senior Leadership Team).
- ▶ Prioritise links into YMCA Federation – to grow knowledge and opportunities, and better enable YMCA BCG to play its full role in influencing the Movement. (e.g. Senior Leaders Forums, YMCA National Conference, etc).
- ▶ Take lead responsibility for the Group’s Ofsted registered services as the nominated person, liaising with Ofsted as required.
- ▶ Liaise with stakeholders, funders and commissioners to meet the YMCA’s contractual obligations and to maximise future resource requirements.

**Working with Chief Officers / Senior Leaders**

- ▶ Develop inter-dependent team working with other Chief Officers, self-managing team equilibrium and relations.
- ▶ Coordinate the work of the wider senior leadership team, through individual line management and SLT meetings focused on operational/organisational performance which nurtures creativity and identifies future opportunities.

**Christian Ethos & Mission**

- ▶ Commit to prayerful servant leadership (see principles below) and the practical expression of the Christian faith in their professional context.
- ▶ Support the CEO with wider external Christian Mission objectives, as determined by the Board.
- ▶ To be responsible for the oversight and delivery of the work with due respect for, and embedding of the Christian Ethos of the YMCA, upholding its values to staff, volunteers, service users and external partners.
- ▶ Clearly and sensitively promote the Christian ethos and mission of YMCA

**ROLE DESCRIPTION**

- BCG to internal and external stakeholders enabling people to experience, explore and express the faith-based motivation of the YMCA’s work.
- ▶ Ensure YMCA employment and work practice is inclusive, expressed through a wholehearted commitment to welcome people of diverse background, culture, ability, gender, age, sexuality, and of all faiths and none.

**Operational Framework**

- ▶ Ensure effective policies and procedures are in place related to the Chief Officer’s operational service areas and contribute to policy development related to cross-cutting or corporate service areas.
- ▶ Take primary accountability for organisational policy, performance, quality and sustainability – particularly within Childcare systems and including overseeing the production of monthly management and performance information to aid Chief Officer and Senior Leadership decision making.
- ▶ Responsible for responding to and resolving all Nursery operational crises (reverting to the CEO on specific trigger points) within an appropriate timely manner.
- ▶ Provide line management (including support, training, disciplinary, grievance issues etc.) to senior leaders, managers and consultants and through them the effective delivery of Nurseries service area, developing and implementing operational service delivery plans to achieve business and strategic plan objectives.
- ▶ Continue to embed the vision for Nurseries in line with the Strategic Plan for YMCA Black Country Group and our bespoke curriculum.
- ▶ Promote the health, safety and welfare of children, employees, and families in line with our child protection and safeguarding policies, acting as the Designated Lead Officer for safeguarding within the department.
- ▶ Be the nominated individual for Ofsted across all settings, ensuring all safeguarding concerns are reported following YMCA BCG’s safeguarding policies and procedures.
- ▶ Continually work in partnership with colleagues, parents/carers, or other professionals to meet the individual needs of the children, ensuring a diverse and inclusive approach is maintained at all times.
- ▶ Achieve Good, or Outstanding regulatory assessments and ensuring internal audit processes and requirements are met in line with company expectations.
- ▶ Identify commercial opportunities to continuously increase FTE and achieve KPIs set, driving occupancy, and ensuring staff deployment is effective.
- ▶ Visit each nursery on a regular basis providing face to face support as well as prioritising visits to nurseries where there is more urgent requirement.
- ▶ Carry out work responsibilities in line with YMCA BCG’s policies and procedures.

**Quality Assurance**

ROLE DESCRIPTION

- ▶ Maintain the EYFS and Quality Framework to monitor progression against required outputs and outcomes. Providing reports as required meeting internal business planning and monitoring requirements.
- ▶ To support Nursery Managers to implement change and development within settings working towards continuous improvement.
- ▶ Drive quality standards by ensuring compliance with registration and inspection requirements seeking to achieve Outstanding for each setting.
- ▶ To maintain & improve systems to monitor and improve quality standards to ensure ongoing commitment to quality assurance.
- ▶ Ensure customer service levels are maintained to the highest level and manage any related complaints effectively, reporting appropriately to any external bodies where required.
- ▶ Roll model best practice for staff. Lead, mentor, and inspire the teams to deliver pedagogical exceptional care and education.

Finance, Legal, HR, Communications

- ▶ Deliver operational services in compliance with OFSTED and other regulatory body / relevant standards. Ensure internal policies and procedures are adhered to whilst also meeting the external legislation and guidelines from our governing bodies.
- ▶ Fulfil recruitment needs for the nursery as required aligned to the Safer Recruitment Policy.
- ▶ Take lead responsibility for the fulfilment of YMCA BCG’s regulatory obligations to OFSTED and relevant Nurseries related contracts – reverting to CEO on specific high level accountabilities.
- ▶ Ensure Nursery services remain compliant with all legal obligations in the provision of services, including insurance, transport, safeguarding, health & safety, and associated staff training.
- ▶ Ensure appropriate reports / KPI data is produced as required to meet the internal business planning / monitoring requirements of the Board (via the CEO), the Senior Leadership Team, and the external requirements of funders and other stakeholders.
- ▶ Work with the Finance Team and Nursery Managers to ensure financial management of the nurseries is robust and financial reports/ returns are completed in a timely manner. This includes reviewing monthly management accounts, maximizing income utilising the funding portals, monitoring expenditure and setting budgets.
- ▶ Lead, motivate and empower Nursery staff providing excellent people management skills – leading by example and ensuring staff receive training and professional development opportunities appropriate to their role/s enabling high quality service delivery.
- ▶ Work alongside the Head of Communications and the Nursery Managers to establish a marketing and promotion plan, including the effective use of PR and social media.

Personal & Professional Development

ROLE DESCRIPTION

- ▶ Remain committed to personal and professional development. Undertaking training, attending events / conferences and widely reading to remain abreast of developments relevant to YMCA BCG’s strategic interest and the specifics of the Chief Officer responsibilities and role specialities.

**NB. This Job Role is expected to evolve over time and may require periodic amendments.**

In addition to the duties set out in this job description the post holder may, from time to time, be required to undertake additional or other duties as necessary within his or her capabilities and status, to meet the needs of YMCA Black Country Group.

Principles of Carrying out the Role:

The role should be fulfilled through five Principles of Chief Officer conduct:

1. **Maintaining excellent services: Quality, quantity, sustainability.** With a primary function of developing a growing future business, whilst overseeing Managers in the Senior Leadership Team to deliver quality services.
2. A personal commitment to **Prayerful servant leadership**. Ensuring that a rhythm of prayer flows through leadership decisions / daily life, and that a Christ-like servant-hearted approach to leadership is nurtured.
3. **Communicate with clear messages and clear aligned organisational strategic objectives.** Meeting regularly with the CEO to advise against high level Board KPIs, and seek advice on strategic decisions; and, implement/maintain a clear reporting and performance structure for operational Exec’s and managers.
4. **Take responsibility for creating clear and connected roles and goals within the Senior Leadership team**, to enable YMCA BCG to flourish, and which releases the CEO into his wider organisational & Christian Mission responsibilities.
5. Identify and nurture entrepreneurial leadership within and outside of the Senior Leadership Team. **Building on strength and developing talent through good people management.** The future success of YMCA BCG will depend on the extent that this talent can bloom.

# PERSONAL SPECIFICATION

PERSONAL REQUIREMENTS

Education & Qualifications	
Essential	Desirable
Degree (or eq.) education Early Years Qualification at level 3 or above In-depth Knowledge of EYFS, incl. recent changes in the framework Prepared to take further qualifications as business needs	Post-graduate Diploma or MA in Early Years Education Performance Coaching Paediatric First Aid Qualification Management Qualification
Experience	
Essential	Desirable
Senior management experience within an Early Years setting. Excellent financial acumen, with experience of funding pathways for local authorities. Demonstrable commitment to equal opportunity, diversity and inclusion in the workplace, creating a welcoming environment for people of all faiths and of none. Leading and working in an environment that follows well established processes & procedures Managing multiple projects / delivery teams or Nurseries. Successful business management; overseeing income, controlling expenditure, delivering quality service & customer satisfaction. Successful partnership working to deliver services	Experience of working in multi-site nurseries (group or chain) following established core processes Experience of implementation and achievement of quality standard frameworks Experience of working in the third sector
Skills & Abilities	
Essential	
Up to date knowledge of regulatory requirements Strategic thinker with the ability to identify new opportunities and new forms of delivery. Strong analytical, problem solving, project management and programme development skills Ability to manage complex workloads, through teams and lead officers Ability to deliver significant performance improvements, possessing an ‘eye for detail’ and the drive to bring about meaningful and lasting significant change	

Excellent negotiating skills Excellent written and oral skills Competent in writing organisational policies Ability to communicate confidently and professionally with CEO, Board, staff, volunteers, service users and stakeholders – in all types of situations. Ability to deal with regular interruptions, change team /self priorities regularly, and respond well under pressure Proficient in the use of MS Office with the ability to produce clear reports and presentations	
Knowledge	
Essential	Desirable
Wide knowledge of ‘service area’ which earns credibility with stakeholders Good knowledge of safeguarding best practice Knows how to find and use other sources of expertise / knowledge / information	Knowledge of the YMCA
Personal Qualities	
Essential	Desirable
Personal commitment to the Christian faith, and to practical expression of that faith in a professional context.* Team player with excellent inter-personal skills Collaborative and decisive Fully committed to the Christian ethos of the YMCA Black Country Group as described in the Ethos Statement, and able to promote and live out that ethos appropriately and wholeheartedly. * Uncompromising on quality Personally committed to personal development, learning & a healthy lifestyle - and the positive impact it can have on individuals and communities. Thoroughly honest and professional conduct Well organised, can manage time effectively Able to work occasional evenings and weekends Self-motivated with drive to achieve organisational goals. Able to demonstrate a commitment to equality and diversity through inclusive practice. Ability to drive & use own car	Sound/Good commercial acumen
This post is subject to the completion of a successful Enhanced DBS Check	

\* A Genuine Occupational Requirement in accordance with the Equalities Act 2010

# KEY EMPLOYMENT TERMS

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- ▶ 37.5 hours a week over 5 days the nature of the job will involve flexible working hours.
- ▶ 33 days (inc. 8 statutory holidays), plus up to 5 'service' days pro-rata
- ▶ The salary will be circa 55,000 -£59,000 p.a. + Benefits
- ▶ Association sick pay (after 12 months)
- ▶ Cycle to Work scheme
- ▶ Simply Health, health cash plan e.g. dental care, physiotherapy, diagnostic consultation, test and scans and many more
- ▶ Additional paid leave for your birthday
- ▶ Annual Leave increase based on length of service
- ▶ Annual Staff and Volunteer Awards and Long Service Recognition
- ▶ Life Assurance
- ▶ Pension contribution (matched up to max 8%)
- ▶ Discounted YMCA Gym Membership
- ▶ 24/7 Confidential Employee Assistance Programme (EAP)
- ▶ Wellbeing Support
- ▶ Access to benefits on our IMHR Plus online portal, offering discounts at major brands and retailers
- ▶ Participation in YMCA regional, national and international events

# HOW TO APPLY

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For further information and details of how to apply, please visit [ymcabc.org.uk/jobs/CMC](https://ymcabc.org.uk/jobs/CMC)

Closing date for completed applications is **Tuesday 11<sup>th</sup> July at 5pm**

# TIMETABLE

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- ▶ **Closing date**  
Midday Friday 12th April
- ▶ **Interviews**  
W/C Monday 15th April

YMCA recognise the positive value of diversity, promotes equality and challenges discrimination. We welcome and encourage applications from people of all backgrounds. To help us monitor the effectiveness of our Equality & Diversity policy, you are requested to complete a questionnaire which you can download from the vacancy page on our website. The information you provide does not form part of the selection procedure. It is used for monitoring purposes.

This sheet will be separated from your application form before short-listing.

For further information, please follow the links below to view:

- ▶ Our website [ymcabc.org.uk](https://ymcabc.org.uk)
- ▶ Our **Strategy Document** (published Jan 2020) and **We are YMCA Booklet**.
- ▶ Our **2022/2023 Annual Accounts**
- ▶ Our **Bespoke Early Years Curriculum**



## YMCA BLACK COUNTRY GROUP

### **Administrative Office**

Tramway Drive  
Wolverhampton  
WV2 1BJ

[info@ymcabc.org.uk](mailto:info@ymcabc.org.uk)

01902 371 550

[ymcabc.org.uk](http://ymcabc.org.uk)



Charity Number: 1086320    Company number: 4116412    HCA no: L4550



**Here for young people**  
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YMCA enables people to develop their full potential in mind, body and spirit. Inspired by, and faithful to, our Christian values, we create supportive, inclusive and energising communities, where young people can truly belong, contribute and thrive.

FAMILY & YOUTH WORK

HEALTH & WELLBEING

HOUSING

TRAINING & EDUCATION

SUPPORT & ADVICE