



BATTERSEA
HERE FOR EVERY DOG AND CAT

DIRECTOR OF OPERATIONS

JUNE 2021



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WELCOME FROM THE CHIEF EXECUTIVE



For 160 years Battersea has been here for every dog and cat. We are a globally renowned charity, driven by the collective passion, commitment and determination of our staff, volunteers and supporters, who strive to create a world where dogs and cats are treated with care, compassion and respect.

Battersea is an organisation known world-wide for its expertise, its knowledge, and highly skilled practitioners across both animal and support services. We have invested extensively in our people, their engagement and their learning and development. We have also invested heavily in redeveloping our animal facilities, providing state-of-the-art kennels and catteries, a hydrotherapy centre and an exceptional Veterinary Hospital.

Our commitment to non-selective intake is incredibly important and means we help dogs and cats of all ages, types and breeds and those with often complex medical and behavioural conditions. We receive some of the most challenging dogs and cats in society and we deliver exceptional care to each and every individual.

Our three centres, including our iconic and famous home in Battersea and our sites in Old Windsor and Brands Hatch (Kent) care for thousands of animals annually. They are complemented by two Communities, in Guildford and Ashford (Kent).

Our Operations Directorate sits alongside and works closely with our Academy team, which shares Battersea's expertise with other rescue organisations across the UK and worldwide. It awards grants to drive change, improvement and research, and builds capacity to tackle identified welfare problems on the ground in target countries.

Across all our animal services we are excited at the opportunities to reach new dogs and cats in need of help and deliver growing charitable impact. We want to do this through the expansion of existing services, the development of new programmes, the use of new technology and the establishment of new partnerships.

Beyond a passion for animal welfare, we are looking for an inspirational and highly motivated Director of Operations who will lead and grow our direct animal services and join the executive team of a welcoming, open and inclusive organisation.

If this opportunity excites you, we would very much like to hear from you.

A handwritten signature in black ink, appearing to read 'Peter Laurie'.

Peter Laurie **Chief Executive**

ABOUT US

Battersea is one of the oldest and best known charities in the world.

Our Founder, Mary Tealby, was a pioneer of animal welfare and rescue when she set up Battersea in 1860. Her mission was to never turn away an animal in need of our help, a promise Battersea keeps to this day. Every year we help around 5,000 dogs and cats across our three centres in London, Old Windsor and Brands Hatch, and tens of thousands more beyond our gates.

- We are proud of Battersea's rich heritage. Discover more about our impact over the last 160 years [in this video](#).
- Find out more about the work of our animal care teams working in our centres, in our [24 Hours in Battersea films](#).

More than ever, our focus is on using our profile and voice to make an impact for all dogs and cats that need help including those we will never see at our Battersea centres.

Our expertise means that the Government, the sector and key partnerships seek us out for our trusted advice and to influence and create change. Our Public Affairs team actively engages with and influences politicians, key

decision makers and wider society to create real change for animals through legislative changes such as animal cruelty sentencing as well as well as through our impactful campaigning voice. In recent years Battersea has grown in its wider impact with highly skilled teams in Communications, Marketing and Fundraising working together to engage supporters and change the way the world thinks about rescue animals.

- Rescue Is Our Favourite Breed is our long-term campaign to get people thinking differently about rescue animals. [Watch our ad](#).
- [This film](#) gives a snapshot of Battersea's achievements in 2019.
- Here is our [2019 Annual Report](#).

Battersea's influence now stretches globally as we strive to build a better world for dogs and cats, sharing our expertise with rescue and rehoming organisations across the world through our Academy and grant making in this growing and increasingly important area of our work.

Find out more about our global Academy and the difference it is making in [this film](#).



VISION MISSION VALUES

Our Vision, Mission and Values are not just words, they are the embodiment of everything we do, everything we are and everything we hold dear.



OUR VISION

Battersea is here for every dog and cat, and we believe they should have the chance to live where they are treated with compassion, care and respect.

OUR MISSION

We aim never to turn away a dog or cat in need of our help, ensuring they receive the best care possible no matter how long it takes to find them a place to live. We are experts in championing and supporting vulnerable dogs and cats, creating lasting change for animals and those who care for them, wherever they are.

OUR VALUES

CARE



External

We are passionate about the welfare of dogs and cats, and all of our work is inspired by the needs of, and our love for, animals.

Internal

We are passionate about each of us being the best that we can be, about the quality of our work, and about achieving high standards.

EXCELLENCE



External

We have been working tirelessly to provide shelter for animals for over 150 years. We are one of the oldest animal charities in the world and the knowledge and experience we have gained has made us credible leaders in our field.

Internal

We work to achieve excellent results and outcomes through continuous learning and development and by leading, inspiring, motivating, managing and developing teams, individuals and ourselves to achieve the highest levels of performance.

DETERMINATION



External

We deal with some of the most challenging situations that impact the lives of dogs and cats. We seek to tackle problems at source by working actively with communities and wider society, challenging misconceptions and encouraging owners to take responsibility for their pets and treat animals humanely. We will not shy away from difficult issues.

Internal

We embrace change and are proactive, creative and innovative in suggesting and implementing new and improved ways of working.

RESPECT



External

We treat all animals and people with respect and dignity.

Internal

We respect and value the contribution of all individuals and teams, working constructively and collaboratively together to achieve positive outcomes.

INTEGRITY



External

We are trustworthy. We are indebted to our supporters and greatly value all the donations given to us, ensuring they are carefully spent on providing the best possible future for animals.

Internal

We are responsible, accountable, efficient and effective in all that we do, by communicating openly, honestly and constructively.

COMMITMENT



External

We strive to find every dog and cat a permanent, loving home. We put no limit on the time an animal stays with us, and we will never put an animal to sleep unless significant medical, safety or legal reasons compel us to do so. Our staff and volunteers are hugely committed.

Internal

We focus on and are committed to the impact of our work and the difference that we can each make.

OUR STRATEGIC GOALS

By 2023 we will have:

- Helped 320,000 dogs and cats through our existing and new centres; our Battersea Communities; the Battersea Academy; our grant giving programme; by increasing the rescue sector's share of the pet acquisition market; and other initiatives
- Increased the number of Battersea centres we operate, whether through acquisition or merger
- Further enhanced Battersea's reputation as a sector leader and expert, through the delivery of the Battersea Academy at home and abroad
- Increased our partnership working to enable shared campaigns and rescue activities
- Established 'Reframing Rescue' as a movement and made it a highly compelling proposition for public choice
- Increased the prominence of the UK rescue sector, leading to tens of thousands of additional dogs and cats adopted from rescue centres annually
- Raised standards in UK dog and cat breeding practices by working collaboratively to enshrine new animal licensing laws and established a regulatory framework for animal rescues, rehoming centres and sanctuaries
- Helped more dogs and cats by connecting more people with pets, by identifying wide ranging opportunities to champion the human/ animal bond
- Promoted and reinforced our One Battersea approach internally, with continued, collaborative working between teams and across all centres



JOB DESCRIPTION

JOB TITLE

Director of Operations

LOCATION

Battersea, with travel to other centres.

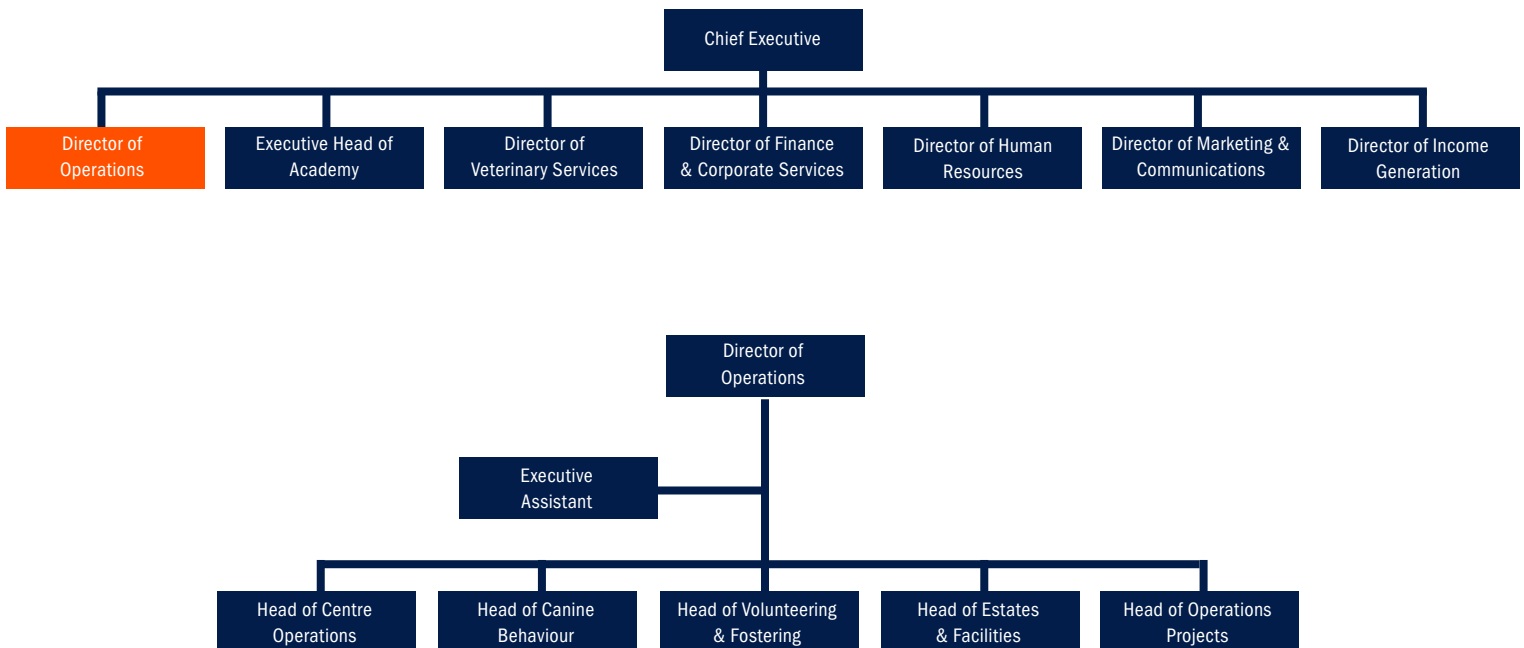
From September 2021 we will be piloting a hybrid working model. Staff will work in our centres to meet the needs of their role and the charity, for a minimum of three days per week.

SALARY

£85,000

MAIN PURPOSE OF THE ROLE

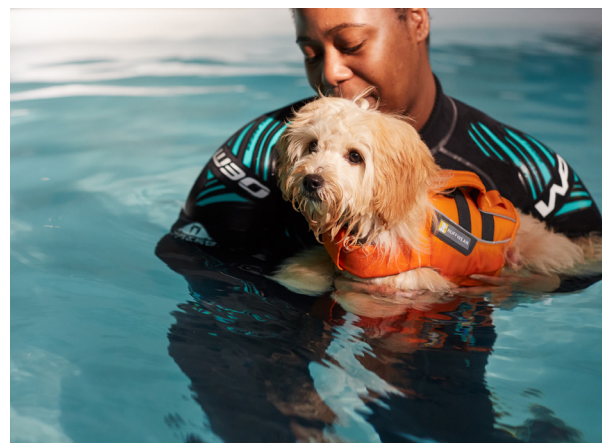
- To lead the Operations directorate and its team of senior operations managers and specialists to deliver Battersea’s ambitious strategy to help more dogs and cats in need through the intake, care and rehoming of dogs and cats.
- To lead the design and development of new animal services, strategies and policies, ensuring the highest animal welfare standards, a customer-centric and needs-led approach, and promoting a culture of innovation and continuous improvement.



KEY RESPONSIBILITIES

STRATEGY AND LEADERSHIP

- Lead the Operations directorate: motivating, developing and empowering staff and volunteers to achieve their full potential, ensuring an inclusive and supportive environment, with a strong commitment to collaborative working alongside the rest of the organisation.
- Contribute to Battersea's strategic development through collaborative membership of the Directors' team. Role model strong leadership behaviours to support and reinforce our leadership culture, centred on strategic thinking; a commitment to learning and development; collaboration and results; and the unlocking of staff potential.
- Promote a culture of continuous improvement, insight and innovation, allied to Lean working, to ensure the Directorate is well placed to adapt and respond to changing circumstances and new opportunities.
- Maintain awareness of changes in the external environment which are likely to impact on the work of Battersea and translate these into changes to policy, practice and service delivery.
- Identify, develop and implement strategies and new or uplifted services and ways of working. Seek to increase impact, improve processes and make use of technology to deliver greater value for our customers and supporters, and help dogs and cats in need in new and innovative ways.
- Build and maintain a strong network of external stakeholders and explore opportunities for Battersea to deliver increased charitable impact through partnership working with Local Authorities and the Police, as well as with other animal welfare and rescue organisations, leading to the establishment of strategic alliances and potentially merger and acquisition opportunities.
- Monitor and report regularly on Operational strategy and performance to the Directors Group and the Council of Trustees.
- Prepare, manage and monitor an annual expenditure budget of c£13m, ensuring best value in the delivery of services and activities.



FUNCTIONAL MANAGEMENT

- Oversee the effective operation of Battersea's centres, including the provision of excellent service to all customers and the overall visitor experience. Ensure teams are appropriately structured, skilled and managed to meet animal and customer needs demand. Ensure the development of specialist knowledge and skills to ensure high quality direct animal care and to support customers and pet owners with a range of animal behavioural advice and training.
- Oversee the Estates and Facilities department, ensuring a safe, well-maintained, sustainable, welcoming and professional environment for animals, staff, volunteers and customers.
- Oversee the Volunteering, Fostering and Communities department, maintaining Battersea's sector-leading and accredited volunteering programme and providing opportunities for Battersea's 1,000+ volunteers to continue to add demonstrable value both in direct animal care on sites and through our fostering and Communities programmes, and across the breadth of Battersea's activities.

ANIMAL HEALTH AND WELFARE

- Maintain an operating model that delivers exceptional welfare to all dogs and cats in Battersea's care, ensuring adherence to our Animal Charter. Proactively monitor and respond to key shelter metrics, including animal occupancy, throughput rates and length of stay.
- Work closely with the Veterinary Director to ensure the effective management and monitoring of infection control and the health and welfare of all dogs and cats in Battersea's care.
- Ensure appropriate management of the identification and handling of dangerous dogs and cats in line with legislation, with best practice in animal welfare and with safety of people as priorities.
- Champion an ethical approach to decision making, including around the euthanasia of dogs and cats in our care, with clear decision frameworks and protocols.
- Ensure Battersea's compliance with all relevant animal welfare legislation and codes of practice, including standards produced by the Association of Dogs and Cats Homes.

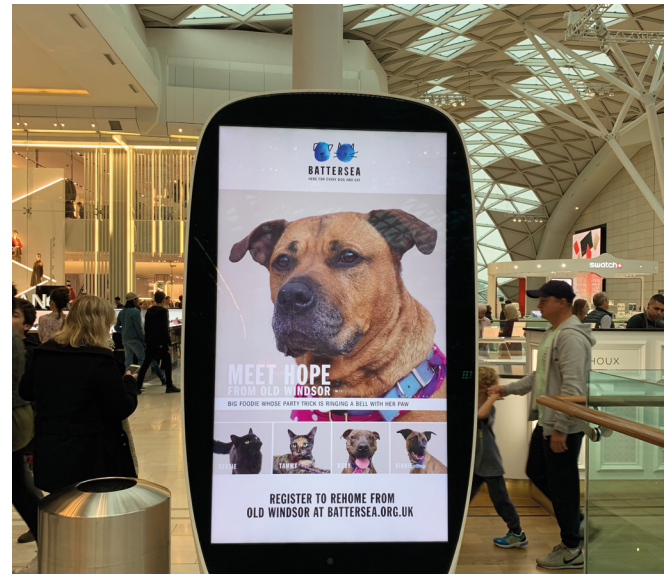


PERSON SPECIFICATION

SKILLS, KNOWLEDGE AND EXPERIENCE

Essential

- A strong track record of achievement in a senior operational leadership role, including experience of designing and delivering a portfolio of high-impact services to a range of audiences across multiple locations.
- Highly skilled and experienced as a people manager, with success in creating, leading, motivating and developing managers and large, high performing, diverse, inclusive and collaborative teams.
- Extremely strong communication, interpersonal and consultative skills with a strong ability to positively engage, partner and collaborate with stakeholders and colleagues, secure buy-in, negotiate, influence and build credibility, and to represent Battersea internally and externally at the highest levels
- Strong financial skills and commercial acumen, with significant experience of effectively planning and managing large complex budgets with a focus on efficiency and value for money.
- Excellent data analysis, insight and evaluation skills and a high level of numeracy, with good experience of evidence-based decision making, to drive performance, influence strategy and policy and inform decisions.
- The ability to understand, assess and manage risk in an operational environment and in the context of new service development and delivery.
- A strong understanding of how digital, technology and integrated data systems can enable, inform, and enhance effective planning, management and improvements and efficiencies in the delivery of operational activities and services



- Significant experience of working as part of an organisational senior leadership team, leading cross-organisational projects, role modelling strong leadership behaviours, and engaging with and inspiring staff and volunteer audiences across the organisation at all levels.
- Extensive experience of positively embracing and adapting to change by identifying, leading and managing change in line with organisational objectives
- A strong understanding of and commitment to diversity and inclusion

Desirable

- Understanding of best practice in animal welfare and large-scale animal facilities.
- Knowledge of the charity sector and how it works.
- Experience of working with volunteers and an understanding of their needs.
- Knowledge and experience of Lean and Project Management methodologies.
- Experience of acting as a spokesperson with the media and speaking at large-scale events and presentations.

PERSON SPECIFICATION

PERSONAL STYLE AND BEHAVIOURS

This role requires someone:

- With a deep passion for dogs and cats and for Battersea's mission, and a genuine interest in animal welfare issues.
- Who is an inspirational and inclusive values led leader, with the confidence and ability to motivate, excite and inspire their teams.
- Committed to their own professional and personal development and that of their teams, promoting a learning culture.
- With high levels of energy, enthusiasm and determination, who takes a proactive and entrepreneurial approach to seeking and harnessing opportunities and with the drive to turn strategies into reality and action.
- Who is a strategic thinker, innovative, creative, values evidence and insight and is open to change.



HOW TO APPLY

If you think you have the skills and qualities that we need to become our Director of Operations, then we very much hope that you will apply for this role.

To make your application please go to <https://starfishsearch.com/jobs/battersea-director-of-operations/> and click on the apply now button, with the following prepared:

- Your CV (no more than two pages)
- A supporting letter (no more than three pages), including sections that:
 - Brings to life your motivation for applying for this role – we would like to know what it is about us, our cause or our work that resonates with you personally. .
 - Tells us about a specific career highlight that you see as relevant to Battersea, and how you achieved this.
 - Describes your leadership style and approach and how you have managed teams in the past.

Being a diverse and inclusive organisation in everything that we do is very important to us and we are actively seeking a diverse candidate pool for this job. We would particularly welcome applications from black and minority ethnic and disabled candidates as they are under-represented on our Directors Group. Your completion of the Equality and Diversity monitoring form when you apply will help us to achieve this goal.

Closing date: Friday 16th July 2021

Shortlist interviews by Zoom will take place during **week commencing 9th August 2021**

Agreement of the final shortlist is expected by **late August 2021**

Final interviews, including site visits, are planned for **Tuesday 7th September 2021**



DATA PROTECTION

The information you provide in your application will be used by Battersea Dogs and Cats Home (Battersea) to assess your suitability for the role you have applied for. We will not use your personal data for marketing or fundraising purposes (unless you have previously supported Battersea) and will not share your data with any third parties for their marketing purposes.

We will also ask you for sensitive information (such as information relating to ethnicity or sexual orientation), but only to allow Battersea to monitor and report on diversity and equality of opportunities. The provision of this information is entirely voluntary and will not be used in determining whether you are shortlisted for the role you have applied for.

Further information about how we protect and use your personal data is set out in our Job Applicant Privacy Notice or contact our Data Protection office at DataProtection@battersea.org.uk



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battersea.org.uk