

CRANSTOUN

Empowering People, Empowering Change



**Director of
Operations (Interim)**
Recruitment Pack
June 2026

Welcome



Thank you for your interest in joining Cranstoun as our Interim Director of Operations. We are an ambitious, national charity with a clear goal: to help people in need to rebuild their lives.

We are at a key point in our journey, having just come to the end of a successful five-year strategy which saw us grow significantly in terms of our number of services, our people, turnover but most importantly we have been able to support tens of thousands more people who need us.

This role has been established as part of the organisation's wider organisational stabilisation and governance strengthening programme.

The organisation has experienced significant growth and increased operational complexity over recent years and is now entering a new phase focused on:

- organisational resilience;
- governance strengthening;
- safeguarding oversight;
- operational consistency;
- sustainable delivery;
- and stronger organisational infrastructure and accountability.

The Director of Operations will therefore play a critical role in supporting the organisation's transition into a more mature, well-governed and operationally resilient organisation.

If you are keen to be part of an organisation with a social purpose which changes lives each and every day, I hope that you will consider applying to join us and I look forward to hearing from you.

Carmen White
Chief Executive

Our values



Ambitious:

Having a strong desire or determination to succeed

Collaborative

Working together to achieve a goal

Compassionate

Showing genuine concern for someone else and their needs

Creative

Coming up with new ideas to resolve problems

Respectful

Showing consideration or regard to someone or something

About us

Cranstoun was founded in 1969 by a Doctor and his wife to provide support to people dependent on drugs and alcohol. With a firm belief that everybody should have a chance to live a safe and healthy life. That ethos hasn't changed in our almost 60 years of providing support.

Now, Cranstoun provides services for adults and young people who need support around alcohol and other drugs, domestic abuse, housing and criminal justice.

Our job is to make people feel safe and to empower them with the tools to create lasting change and reduce harm.

Our work is person-centred, with lived experience at the heart of it. We aim to inspire people to live healthier, safer lives, to stand for social justice and to remind every person that they are worthy of respect and compassion.

We work with more than 45,000 people each year to help them rebuild their lives, and overcome social challenges.

Why Cranstoun?

Cranstoun is an Investors In People GOLD and a Ban The Box employer. This means that we assess job applicants' based on their skills, abilities and alignment to our values, before we ask for a criminal record declaration. We are committed to offering fair opportunities to ex-offenders who apply for a job with Cranstoun.

Our people are the magic that powers every service, every programme and every transformation. Promoting a people driven culture, we instill an atmosphere of warmth, respect and trust within the workplace, making sure that each team member feels valued, motivated and empowered.

Your success is our success. Therefore, it is important to us that you are given the opportunity to grow, expand and reach new heights. We will always encourage you to learn new skills, avail of exciting opportunities and advance in your role.

Happy staff members are better able to support people who use our services. To achieve this, we are flexible, loyal and responsive to your changing needs, making for a satisfied, dedicated team of experts.



Job description



Job title: Director of Operations (Interim)

Function: Strategic Leadership Team

Reporting to: Chief Executive

Work location: Hybrid & National - with the requirement to visit services across England and the Head Office in Wimbledon on a regular basis

Work pattern: Full time - fixed-term for 12 months

Salary: £115,000 - £120,000

Job overview: The Director of Operations will provide strategic and operational leadership across Cranstoun's national portfolio of commissioned services during a significant period of organisational stabilisation, governance strengthening and operating model development.

The postholder will lead operational delivery across a complex and diverse service portfolio including:

- substance use services;
- domestic abuse services;
- perpetrator interventions;
- homelessness and housing support services;
- criminal justice services;
- services for children and young people.

The role has been established in recognition of the increasing scale, complexity and operational demands of the organisation and the need for strengthened operational oversight, organisational consistency, safeguarding accountability and performance management.

The Director of Operations will play a critical leadership role in:

- strengthening operational governance;
- improving organisational grip and visibility;
- increasing consistency across services;
- strengthening safeguarding oversight;
- improving management accountability;
- and supporting the organisation's transition into a more mature, resilient and sustainable operating model.

The postholder will operate as a key member of the Senior Leadership Team and contribute to wider organisational stabilisation and governance strengthening priorities.

Direct Reports

- Assistant Directors of Services
- Heads of Service / Operational Leads (where applicable)
- Future operational quality and safeguarding functions (subject to wider organisational review)

Key responsibilities

Strategic Operational Leadership

- Provide strategic leadership across the organisation's operational service portfolio.
- Ensure services are safe, effective, well-led and aligned to organisational priorities and governance expectations.
- Strengthen operational consistency, accountability and organisational oversight across all service areas and geographical locations.
- Lead operational delivery in line with contractual, safeguarding, financial and organisational requirements.
- Support delivery of the organisation's Strategy Reset and organisational stabilisation programme.
- Contribute to the wider organisational operating model review and future operational design.

Operational Governance and Assurance

- Strengthen operational governance arrangements, reporting and organisational visibility across all operational services.
- Establish stronger operational accountability frameworks and management oversight arrangements.
- Improve escalation, oversight and organisational grip surrounding operational risks and safeguarding concerns.
- Support development of more robust operational reporting, performance monitoring and assurance arrangements.

- Work closely with the Director of Quality, Governance and Assurance to strengthen safeguarding governance, operational assurance and organisational learning.
- Ensure operational compliance with organisational policies, governance expectations and contractual obligations

Safeguarding and Risk Management

- Provide executive operational leadership for safeguarding across the organisation.
- Strengthen safeguarding culture, accountability and escalation across operational services.
- Ensure safeguarding concerns, incidents and risks are appropriately identified, escalated, managed and monitored.
- Support implementation of strengthened safeguarding governance and serious incident arrangements.
- Ensure operational services maintain safe practice standards and effective risk management arrangements.
- Promote a culture of openness, accountability and early escalation.



Key responsibilities

Operational Performance and Contract Management

- Lead organisational focus on operational performance, service quality and contract delivery.
- Ensure effective operational oversight of contract performance, KPI delivery and commissioner relationships.
- Strengthen consistency of operational management practice across services and operational teams.
- Improve operational visibility surrounding staffing, operational pressures, safeguarding, financial performance and delivery risks.
- Support improved operational planning, mobilisation oversight and service integration arrangements.
- Work collaboratively with Finance and Business Intelligence functions to improve operational data and performance reporting.

Leadership and Management

- Provide leadership, direction and support to Assistant Directors and operational leaders.
- Strengthen management accountability, operational leadership capability and organisational standards across operational management structures.
- Support development of psychologically safe, accountable and high-performing operational leadership cultures.
- Promote collaborative and cross-organisational working practices.

- Lead operational teams through organisational change and stabilisation activity in a calm, structured and supportive manner.

Workforce and Organisational Development

- Work closely with the Director of People, Organisational Development and Workforce Assurance to strengthen:
 - workforce planning;
 - management capability;
 - supervision standards;
 - safer recruitment;
 - leadership development;
 - and organisational culture
- Support organisational consistency in operational management practice, supervision and accountability.
- Contribute to development of stronger operational leadership frameworks and management expectations.

Financial and Resource Management

- Ensure operational services are delivered within agreed financial and contractual parameters.
- Work collaboratively with Finance to improve operational financial visibility and accountability.
- Support identification and management of operational financial pressures and risks.
- Contribute to improved organisational understanding of operational viability, workforce pressures and resource utilisation.

Key responsibilities

Corporate Responsibilities

- Operate as a member of the Senior Leadership Team and contribute to collective organisational leadership and decision-making.
- Support development of organisational maturity, governance and accountability.
- Demonstrate organisational values and expected leadership behaviours at all times.
- Ensure compliance with legal, regulatory and organisational governance responsibilities.
- Promote equality, diversity, inclusion and psychologically safe leadership practices.
- Undertake any other duties reasonably required by the CEO consistent with the level and scope of the role.

Person specification

Essential Experience

- Significant senior operational leadership experience within complex organisations delivering commissioned services to vulnerable or high-risk groups.
- Experience leading large-scale multi-site or geographically dispersed operational services.
- Experience managing complex operational environments with multiple stakeholders, competing priorities and safeguarding responsibilities.
- Significant experience of operational performance management, contract management and organisational oversight.

Essential Experience

- Experience of leading operational improvement, transformation or stabilisation programmes.
- Experience of strengthening governance, accountability and operational consistency within complex service environments.
- Experience leading safeguarding, operational risk management or quality improvement activity.
- Experience of leading and developing senior operational managers and leadership teams.
- Experience of operating at senior leadership or executive level within complex organisations

Essential Knowledge & Skills

- Strong understanding of safeguarding responsibilities and operational risk within services supporting vulnerable people.
- Strong operational leadership and organisational management capability.
- Ability to establish operational grip, visibility and accountability across complex service structures.
- Strong understanding of governance, organisational assurance and management accountability.
- Strong performance management and operational problem-solving skills.
- Ability to analyse operational risk and make sound strategic decisions in complex environments.
- Strong communication, influencing and relationship management skills.

Person specification

- Ability to lead organisational change and improvement activity effectively.
- Strong understanding of workforce pressures and operational leadership challenges within commissioned service environments.
- Ability to balance strategic leadership with operational pragmatism.

Desirable Experience

- Experience within one or more of the following sectors:
 - substance use;
 - domestic abuse;
 - homelessness;
 - criminal justice;
 - children and young people;
 - safeguarding;
 - housing support
- Experience working within organisations undergoing organisational transformation, governance strengthening or stabilisation.
- Experience of working with Boards, trustees, regulators or commissioners.
- Experience of implementing operational governance or assurance frameworks.
- Understanding of housing management, income collection or property-related operational risks.



Personal Attributes

- Calm, credible and resilient leadership style.
- High levels of professional judgement and emotional intelligence.
- Strong personal accountability and organisational focus.
- Ability to lead with clarity, consistency and integrity.
- Comfortable operating within complex and evolving organisational environments.
- Collaborative and visible leadership approach.
- Commitment to organisational learning, governance and continuous improvement.
- Ability to challenge constructively and promote accountability appropriately.
- Strong values-based leadership approach aligned to supporting vulnerable people safely and effectively



Our benefits

The staff at Cranstoun co-create long lasting, life altering change that echoes loudly across our society. It would be impossible to express the gratitude that they deserve. However, it's important to us that we find some way to give back.

Below you'll find a list of some of the excellent benefits available to reward our teams for their hard work and dedication.

- Competitive salary
- Generous annual leave, family friendly leave and an extra day off for your Wellbeing and volunteering commitments
- Flexible holidays scheme
- Flexible Working options
- Access to personal and professional development
- Pension Scheme (matched contributions)
- Life assurance scheme
- Employee Assistance Programme (EAP)
- Health and Medical Support – Healthcare cash scheme, vaccinations, access to medical advice, gym discounts
- Reward and Recognition Scheme
- Recruitment Referral Scheme
- Season ticket travel loan
- Childcare voucher scheme
- Ride to work scheme
- Car Lease scheme

How to apply

- Your CV
- Covering letter (no more than two pages), explaining your motivation for applying for the role and how you meet the person specification.

Timetable:

The closing date for applications is Wednesday 8 July 2026.

First round interviews are planned for Tuesday 14 July 2026.

Final interviews are planned for w/c 20 July 2026.

<https://starfishsearch.com/jobs/interim-director-of-operations-2/>



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