

# Appointment of Operations & Impact Director





# Introduction

## Welcome

National Numeracy's vision is for everyone in the UK to get on with numbers so they can get on with life. Our mission is to improve how people understand and work with numbers in day-to-day life - sparking better opportunities and brighter futures. We want to empower everyone in the UK to have the number confidence and numeracy skills that allow them to fulfil their potential at work, home and school.

National Numeracy was established as an independent charity in 2012 to help raise low levels of numeracy among both adults and children and to promote the importance of numeracy in everyday life. We challenge negative attitudes, influence public policy and offer practical ways to help adults and children improve their confidence and skills in working with numbers.

Over the past decade, we've learnt that the scale of the issue is huge, its impact significantly underestimated and that it is having a disproportionate impact on disadvantaged communities. That's why we are increasingly focused on supporting those with the lowest numeracy in areas of greatest need, where numeracy is an integral piece of the puzzle for social mobility.

We focus on the value, opportunities and outcomes that improving numeracy can help deliver: getting into or on at work and building sustainable careers, being able to make sense of our finances and feeling more in control of our money and supporting the children in our care to feel positive about maths and the benefits it brings to our lives.

By working with communities, employers and schools, we want to enable everyone across the UK to be confident and competent with using numbers and data, so they can make good decisions in their daily lives.

Our work demonstrates that supporting people with low numeracy to improve and, as a result, feel better equipped in life is possible and possible at real scale. We know what works and together with our partners and supporters we can accelerate our impact to open up opportunity for not just thousands, but millions more people.

It is an exciting time at National Numeracy. We are growing our impact across the country and this is reflected in the continued expansion of the charity and our staff team. From building and embedded a fantastic working culture to ensuring our work is having the greatest possible impact, as efficiently and effectively as possible, the Operations and Impact Director is a crucial role, an integral part of our Leadership Team and central to our future success. This is an opportunity to play an integral role in leading the next step in our journey.

Thank you for your interest in National Numeracy.

**Sam Sims: CEO**



**Left:**  
Sam Sims - National Numeracy CEO at National Numeracy's 10th Anniversary event.

### About National Numeracy

We are on a mission to empower children and adults in the UK to get on with numbers so they can fulfil their potential at work, home and school. Our work improves how people understand and use numbers in everyday life, sparking better opportunities and brighter futures.

**The issue:** Numeracy levels in the UK are significantly below the average for developed countries: nearly half the working age population (49%) has the expected numeracy level of a primary school child. This costs the UK economy up to a staggering £25bn each year.

**Enabling social mobility:** Basic maths skills and confidence with numbers provide a gateway to financial inclusion, well-being and employment prospects. Without number confidence and numeracy skills, people are locked out of many life opportunities. This problem is handed from one generation to the next. Enabling a fairer society: Poor numeracy blights lives and livelihoods. People with low numeracy earn less on average, and it contributes to pervasive problems from unemployment to poor health and debt. At National Numeracy, we focus our support on disadvantaged individuals and communities most in need, where we can have the greatest impact.



To overcome your fears, you've got to face them head on, and that's what I did, with the National Numeracy Challenge. Numbers don't scare me anymore. . . Improving my numeracy hasn't just helped me with my kids, it's helped me at work too. I've enhanced my CV and future job prospects.

Jason Ace - National Numeracy Hero



**Our diversity:** National Numeracy is an equal opportunities employer, and all applicants are treated equally and fairly throughout the recruitment and selection process. We actively promote equality, diversity and inclusion. We hire on the basis of skills and experience of candidates, irrespective of age, disability (including hidden disabilities), race, religion or belief, gender, gender identity or gender reassignment, marriage and civil partnership, pregnancy and maternity, or sexual orientation.

Right:  
Perdita Fraser -  
National Numeracy  
Chair of Trustees at  
National Numeracy's  
10th Anniversary  
event.





## Our Values

Our “**Core Four**” deeply held values define what’s important to us. They guide our actions, drive our decision-making, and exemplify how we serve individuals and communities.

**Community commitment:** We put people first. We give 100% to our people, partners and communities.

**Trusted experts:** We are the UK’s numeracy experts. We use data and evidence to offer credible, trusted insight.

**Empowered futures:** We empower people for positive change. We listen, build confidence and enable people to gain greater control over their futures.

**Always learning:** We believe change can happen. We are persistent and passionate in supporting people, partners and communities to accomplish their goals.

## What it's like to work at National Numeracy?

We care about maintaining a collaborative, supportive environment for our team. Here’s what some of our staff say about what it’s like to work at National Numeracy:



Everyone at National Numeracy has been so warm and welcoming towards me since I started here. This was made apparent through the very useful induction meetings I had, with every member of staff. Having come from an organisation which I worked at for 8 years to being the new person, I have been supported every step of the way. My needs have been considered and everyone has been very approachable and inclusive.



“I’m very proud to have recently joined the External Relations team at National Numeracy. The team are incredibly welcoming, supportive, passionate and despite many working remotely, very connected. My first few weeks have been very enjoyable and I’m excited for what the future holds!”



“Three months into the role and I feel well and truly part of the fold; we’re very lucky to have such an inspiring and welcoming team culture.”









# The Role

## About the Operations & Impact Team

The Operations and Impact team sits at the heart of National Numeracy, building the foundations for sustainability and growth, as well as providing the bed-rock of support for the entire staff team to do their best work.

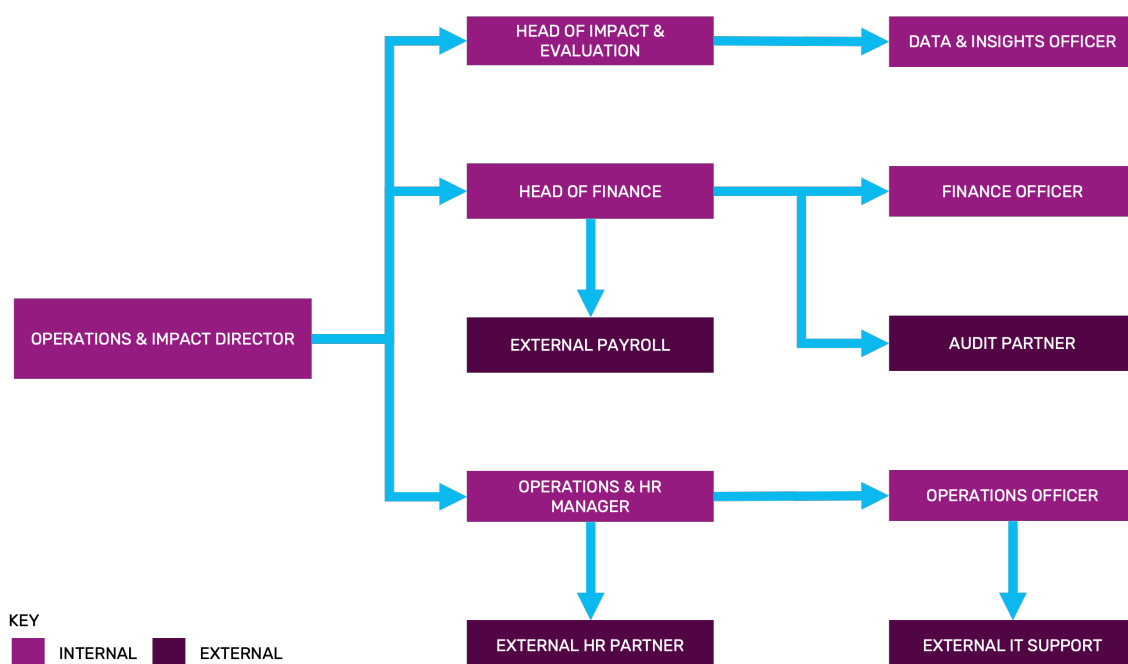
Working closely with the CEO and as part of the Leadership Team, the Operations and Impact Director leads a team of seven colleagues working across six operational areas: HR, Finance, Legal and Compliance, Facilities and Technology, Governance and Impact and Evaluation. In addition, the role will also help lead the development of a new, long-term organisational strategy during 2023.

As a team leader you will directly line manage the Head of Finance, the Head of Impact and Evaluation and the Operations and HR Manager. The other team members are the Finance Officer, the Operations Officer and the Data and Insights Officer.

The work of the Operations and Impact Team crosses all areas of the charity. Close collaborative working with the Programmes Team and the External Relations Team is a key to our success. As such, establishing the culture, systems and ways of working to help us work together most effectively in a predominantly remote-working environment is a key element of this exciting role.

National Numeracy HQ is based in Brighton but with remote working options – we have team members based across the UK. We run at least two all team days per year, in Sussex or London, and there will be additional opportunities to meet colleagues in person. The role may include occasional travel to London and beyond.

## Team Structure & Key Partners



# Job Description

<b>Job Title</b>	Operations and Impact Director
<b>Key Responsibilities</b>	<ul style="list-style-type: none"><li>- Finance</li><li>- HR</li><li>- Technology, Facilities &amp; Operations Management</li><li>- Governance, Legal &amp; Compliance</li><li>- Evaluation &amp; Impact</li></ul>
<b>Reports to</b>	CEO

## About You

This is an exciting opportunity for an experienced leader who is comfortable in wearing many hats and can help steer an ambitious and mission-driven organisation through a period of rapid change and consolidation. You will report directly into the Chief Executive as a key member of the small Leadership Team and will play key role in continuing the work to build a robust organisation and to support the charity to grow and develop.

The Operations and Impact Director is responsible for key outcomes across business operations, including finance, HR, legal, compliance and governance, technology and facilities, as well as Impact and Evaluation. You will be responsible for contributing insight and knowledge to help guide the internal teams to establish the systems, processes, or ways of working that need to be in place for the organisation to succeed and thrive. You will also play a leadership role in the overall direction of the organisation and work with the executive to support the board in developing a new, long term strategic plan.

This is an important appointment for the charity and comes at a time of rapid growth, allowing considerable room for development for the right individual. In fact, the National Numeracy team has doubled in size

in the last year and it's imperative that you relish the challenge of continuing to build the team and embed the culture and practice of effective collaboration and efficient processes.

We are looking for someone who is flexible, a self-starter and able to use their own initiative. It's not imperative that you come from the charity sector or that you have held an equivalent role previously, as long as you can show us that you have relevant transferrable skills and an understanding of what it takes to be successful in the role.

This is an exciting opportunity to lead within a small but ambitious and dynamic organisation, for someone who is passionate about making a real difference to people's lives and livelihoods. It will be of particular interest to someone with or wanting to gain senior leadership experience in the charity sector. As a fast-growing charity in a unique position, there is a lot of scope for you to make your mark on the organisation and be directly responsible for its success.

## Overview of main duties

**As a member of the Leadership team, you will feed into all strategic discussions and supporting the Trustees to establish and continually review progress against strategic priorities. In particular, you will lead on the following key areas:**

### Finance:

- You will work with the Head of Finance and the Honorary Treasurer to ensure budgets are set and monitored, accounts are communicated to trustees on schedule and collaborate on the audit process.
- You will ensure that the executive and the Trustees have a clear understanding of the organisation's finances to support decision-making and strategic planning.
- You will lead on the development of the Trustees' Annual Report, representing the charity's work.

### HR:

- In partnership with our external HR partner, you will work with the Operations and HR Manager on all aspects of people management and development, including recruitment, onboarding, training and development, culture and values, wellbeing initiatives and ED&I strategies.
- You will also work to continue to devise and develop the ways of working, the training and development opportunities, the collaboration opportunities and the teambuilding events that ensure that National Numeracy has the team it needs to deliver its activities with the greatest possible impact, and that they can develop the relationships that contribute so much to driving the charities' work and mission.
- You will work across the teams on key strategic areas, such as capacity and capability planning.

### Technology, Facilities and Operations Management:

- You will oversee and contribute to the environment that supports the workforce, being both the physical office space in Sussex, as well as the technology and IT systems that support the remote team.
- You will ensure that National Numeracy has the systems, processes and ways of working in place to enable the team to deliver now and into the future, and be proactively looking for opportunities to make improvements that will lead to greater efficiency.

### Governance, Legal and Compliance:

- As the key senior contact for the trustee board, you will be responsible for trustee papers and all aspects of governance, ensuring the board and organisation represent good governance in all areas.
- You will also contribute across fundraising and programmes to provide contract oversight with funders, partners, suppliers and freelancers, managing our external business relationships and ensuring value for money for the charity.
- This role is also responsible for policy development across key areas such as GDPR, Safeguarding and all HR policy areas, as well as chairing the risk committee and having responsibility for the organisation's overall approach to risk.

### Evaluation and Impact:

- You will oversee and contribute to all aspects of impact reporting and evaluation design, including leading the internal Impact Group. Starting from an understanding of the Theory of Change, this role supports the team to drive an agenda of data insight and learning. This includes developing the research strategy and working with the team to identify evidence gaps and drive our research forward. Evidence of impact is key across the organisation, supporting programme design as well as supporting campaigning and funding communications and this role will help drive that agenda, contributing to the charity's expert status in its field.





# Person Specification

You will have...	Essential / Desirable
A commitment to National Numeracy's mission and vision	Essential
Experience of having worked within/having responsibility for HR within an organisation.  Experience of managing a team as well as supporting others to manage their teams, including experience of developing individuals and devising effective team activities and structures to build internal relationships.	Essential
Extensive experience in an operations environment. Experience of managing the technical needs of an organization, as well as identifying and driving the improvements that will contribute to the charity's future success.	Essential
Experience of (or interest in and understanding of) charity finance. Experience of contract management and due diligence procedures. An understanding and experience of policy development across a range of areas, from HR to financial reserves, understanding how they should be communicated and rolled out across diverse teams.	Essential
Experience of strategic planning at senior leadership level	Essential
Experience of charity monitoring and evaluation methodologies and principles, as well as an understanding of research design.	Desirable
An understanding of GDPR.	Desirable
You will be...	Essential / Desirable
A strong operations generalist with a broad understanding across all the areas that contribute to the overall success of a sustainable organisation.	Essential
Highly-organized and accomplished at developing systems and processes that are efficient and cost effective. Strong Project Management skills would be an advantage.	Essential
Skilled at building relationships at all levels within an organisation.	Essential
Able to communicate change effectively, leading on all matters of internal change management.	Essential
Able to prioritise a heavy workload.	Essential
Creative and agile, able to juggle a variety of key areas, adapting to the changing needs of the organisation.	Essential

# Terms of Employment

<b>Salary</b>	£55,120
<b>Contract</b>	Permanent
<b>Location</b>	Remote working /office working flexibility (head office in East Sussex). We welcome applications from across the UK.
<b>Holiday Entitlement</b>	33 Days (FTE) including Bank Holidays
<b>Pension</b>	6%
<b>Other Benefits</b>	Employee Assistance Programme Flexible approach to working Training and development Long service holiday allowances

You'll be joining the only independent charity in the UK dedicated to improving the nation's numeracy at a time when the profile of our charity and the numeracy issue is rising, particularly as the government rolls out a £560 million numeracy programme.

We are looking for someone who is highly motivated with bags of initiative. Experience in the charity sector is not necessary, as long as you can show us that you have relevant transferable skills and an understanding of what it takes to be successful in this role. It's a fantastic opportunity within a small but ambitious and dynamic organisation making a real difference to people's lives and livelihoods.

## Personal Development

At National Numeracy we like to nurture our talent, so upskilling our people with continuous training is important to us. We work hard to make sure National Numeracy is a safe, rewarding and inspiring place to work and that our roles are high quality, offering team members learning and development opportunities depending on their own interests.

We run all-staff training initiatives, delivering on areas identified by staff and covering both hard and soft skills – recent examples have covered Unconscious Bias, Line Management, Project Management and Presentation Skills. We also support each staff member with bespoke learning and development opportunities and encourage staff to identify training needs that drive forward their own personal and career development goals.

## Mental Wellbeing Commitment

We are committed to supporting the mental health of our staff; we seek to provide a supportive culture where conversations about mental health challenges are normalised, and staff can get access to external support services at any time using our Employer Assistance Programme. We also have an annual wellbeing session for staff and a schedule of initiatives being devised with our qualified mental health first aiders.

## ED&I

This role will also head up the ED&I working group, looking to lead on our strategy and ensuring an open and inclusive workplace for all, as well as ensuring that ED&I factors are rolled out throughout our work, enabling everyone to connect with our mission of improving the nation's numeracy.



# How to Apply

Please send a CV and a supporting statement to [HR@nationalnumeracy.org.uk](mailto:HR@nationalnumeracy.org.uk), no more than two sides of A4, telling us why you think you are the right person for this role.

**Deadline for applications:**  
9am Monday 20th February

First interviews will take place 24th or 27th February. Second interviews will take place 3rd or 6th March and will be in person in Brighton or London. There may be a third stage of interview.

We are a friendly, diverse and inclusive team and are committed to having employees that represent all communities. We welcome applications from people from all identities and backgrounds and we particularly want to encourage people from under-represented groups to step forward and apply to work with us.

National Numeracy is an equal opportunities employer, and all applicants are treated equally and fairly throughout the recruitment and selection process.

\* This job description doesn't constitute a promise or guarantee of employment. National Numeracy reserve the right to make changes to this job description.  
\*\* National Numeracy reserves the right to change the deadline for applications or to close the application window if a suitable candidate is found.  
\*\*\* National Numeracy cannot offer visa sponsorship for this opportunity. Please do not apply unless you can demonstrate eligibility to work in the UK.

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## Jason's story



As a parent I struggled when my kids asked for help with their homework. There's a sense of shame and feeling inadequate because your children are asking you for help and you can't provide it. You're meant to provide for your kids.

But now I've done the National Numeracy Challenge I've grown confident with numbers. I don't have to hide from my kids when they ask me for help, and I really enjoy doing it. I don't want them to be afraid of numbers like I was at school. We get a buzz out of doing the homework together, and I'm learning from them too. I'm six feet tall but it makes me feel seven feet being able to help them out.

Improving my numeracy hasn't just helped me with my kids, it's helped me at work too. I've enhanced my CV and future job prospects.



These achievements led to Jason being named a National Numeracy Day Hero. These achievements led to Jason being named a National Numeracy Day Hero, appearing in the media and in videos alongside our celebrity Ambassadors to promote the benefits of numeracy.

National Numeracy is an independent charity that empowers children and adults in the UK to get on with numbers so they can fulfil their potential at work, home and school. Our work combats low levels of numeracy, improving how people understand and work with numbers in everyday life and helping to spark better opportunities in life.

National Numeracy is a registered company (company no: 7886294) and charity (charity no: 1145669).

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