



# Head of Student Services

Candidate Information Pack

August 2017



## A message from the Chief Executive

Thank you for showing an interest in this position.

UKSA continues to deliver fantastic outcomes across our two key areas of work – Sea.Change and Sea.Careers.

In 2017/18 we will celebrate our 30<sup>th</sup> anniversary, having provided our services to over 100,000 people, see us further enhancing our financial sustainability, by ensuring our training revenues drive sufficient surplus into the charity thus enabling us to continue to invest in our transformational Sea.Change activities, but also look to the future.

A new fundraising strategy has been developed to support our capital development plans. Some of this now relies on our key relationships with other charities who work with a similar demographic of young people. This partnership approach, which is favoured by funders, allows young people from these charities to visit UKSA for intensive programmes with the aim of helping them to break free from their existing lives and prepare them for other training and work. In addition we are actively seeking donations from individuals, Trusts and corporates who can help support our future sustainability. Since securing a grant for social investment in 2015/16, UKSA has been working towards becoming 'investment ready' for social finance which has allowed us to work with an external provider to build business plans to access social financing. This is integral to developing our capital plan as well as delivering more training to young people in need going forwards.

UKSA has recognised that in order for the charity to continue to develop and maintain its market position, investment is needed at its headquarters in Cowes. The way that UKSA's site is currently configured means there is a ceiling on the number of young people who can benefit from our programmes. Over the coming three years our large dormitory blocks will be replaced by modern, modular accommodation. This multimillion pound project will give us the flexibility to host more groups simultaneously, improving life-skills and offering career pathways to thousands more young people.

The necessary fundraising has commenced, with the aim to raise £3m to undertake the full refurbishment of the site. We intend to start building the new accommodation facility in the Autumn of 2018.

We have an exciting time ahead and we are looking for individuals who can be pro-active within a fast past and unique environment; who excel at being part of a team, thrive at solving problems and have a desire to be part of UKSA's future and in turn support young people who most need our help.

I look forward to your application.

**Ben Willows**  
Chief Executive



## About UKSA

We are a youth charity that uses the power of the sea to transform the lives of thousands of young people each year, from all around the UK. The charity was formed in 1987 by Noel and Sylvia Lister who wanted to educate and enrich the lives of young people, using their experience of the sea, including the infinite challenges and gifts it offers, and the power it holds to make change. Nearly thirty years on, this remarkable ethos remains at the heart of UKSA. Our activities fall into two areas:

### Sea.Change

We provide life-changing opportunities to schools and groups, disadvantaged and disaffected young people who are not in education, employment or training (NEETs) and young offenders. A common theme for many of these individuals is the low expectation they have of themselves and we challenge them to transform and to create opportunities for themselves.

### Sea.Careers

We are the world's largest provider of marine training, ranging from watersports instructor, through to training officers working on vessels up to 3,000 gross tonnes. This work cross-subsidises our 'Sea Change' activities.

We are proud of the large number of students who leave us to start their first jobs in the maritime industry, and go onto a lifetime of opportunity.

## Application process

Please complete the application form which is available on the website and email it to

[recruitment@uksa.org](mailto:recruitment@uksa.org)

**Closing date:** Monday 18 September 2017

**Date for interview/selection:** Wednesday 27 September 2017 at UKSA, Cowes

Shortlisted applicants will be invited to:

- have a tour of UKSA's premises in Cowes
- attend a panel interview as part of the process.

<b>Job Description and Person Specification</b>	
<b>Job Title:</b>	Head of Student Services
<b>Reporting to:</b>	Director of Operations
<b>People/Team Management:</b>	Student Course Manager, Administration Manager, Performance Manager
<b>Band:</b>	B2
<p><b>Key Purpose:</b></p> <p><b>To be responsible for:</b></p> <ul style="list-style-type: none"> <li>• Providing the leadership that will ensure Student Services effectively supports the learning and development of students, including their broader student experience, and supporting other UKSA staff involved in the student experience.</li> <li>• Quality and performance management throughout UKSA and embedding these into our culture.</li> <li>• Safeguarding relevant to the needs of children and vulnerable adults throughout UKSA and embedding this into our culture.</li> <li>• Student mentoring, ensuring that students are supported to achieve their professional development outcomes.</li> <li>• Planning, programming and administration of all courses making the most efficient use of UKSA resources. Ensuring quality of course content and programming meets student requirements.</li> <li>• Operations administration including course programming, monitoring student results and the certification process etc.</li> <li>• Working with Head of Training on the quality of course delivery, programming, asset and staff utilisation.</li> <li>• Advising and informing the Leadership and Executive teams on matters relating to student services.</li> </ul>	
<p><b>To be accountable for:</b></p> <ul style="list-style-type: none"> <li>• Providing leadership and professional management of Student Services and ensuring the delivery of a high quality service to students aligned with UKSA objectives.</li> <li>• Leading the development of Student Services, including the formulation and overseeing the operational plan in line with UKSA objectives.</li> <li>• Leading UKSA's Quality Management and maintaining our ISO9001 accreditation.</li> <li>• Embedding our theory of change and measurement of UKSA's outcomes and impact.</li> <li>• Industry Guidance, ensuring our students are prepared for working in the marine industry.</li> <li>• Ensuring our services to students are up to date and adaptable to their changing needs.</li> <li>• Ensuring effective communication and engagement with staff and students about matters relating to the support of students.</li> </ul>	
<p><b>Financial &amp; Performance Management</b></p> <p>Responsible for:</p> <ul style="list-style-type: none"> <li>• Ensuring the delivery of effective performance management, financial control and budget management for areas of responsibility.</li> <li>• Supporting the preparation of annual budgets for income, expenditure, staffing and capital.</li> <li>• Student feedback process and system, collecting, interpreting and disseminating the outcomes.</li> </ul>	

**People/Team Management/Leadership**

Responsible for:

- Delivering excellent customer service standards by understanding and responding to our customers' changing needs.
- Conducting effective and timely 1-1 reviews and appraisals with your staff, ensuring that performance expectations and development needs are challenged and supported.
- Facilitating and support staff development to ensure appropriate knowledge, skill, experience and qualifications are in place to meet performance expectations
- Effective management of all staff covering recruitment, induction and orientation, conduct matters, consistent application of statutory requirements and Company Policy and Procedure, contractual terms and conditions, engagement and professional development reviews.
- Preparing for and taking full part in 1-1 reviews with your manager.
- Maintaining sufficient staff cover to ensure business continuity.
- Ensuring appropriate communication, consultation and staff engagement.
- Participating in the Duty Manager rota fulfilling all associated responsibilities, issued separately.
- Leading by example to promote adherence to all policies and procedures and upholding the Vision, Purpose and Values of UKSA

**General**

Responsible for:

- Complying with and promoting UKSA equality and diversity, data protection and health & safety policies and procedures.

This Job Description and Person Specification is not exhaustive and reasonable flexibility is expected to meet the changing needs of the business; it will be reviewed and may be updated from time to time in conjunction with the post holder.

Person Specification		
	Essential	Desirable
<b>Knowledge:</b>	<ul style="list-style-type: none"> <li>• Understanding the strategic role of Student Services in supporting student learning, development and welfare.</li> <li>• Knowledge of a range of qualification frameworks</li> <li>• Knowledge of evaluation techniques to support quality assurance</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding the evolving learning, development and support needs of students.</li> <li>• An understanding of the RYA and MCA training schemes.</li> </ul>
<b>Qualifications:</b>	<ul style="list-style-type: none"> <li>• Degree and/or</li> <li>• Relevant professional qualification</li> </ul>	
<b>Experience:</b>	<ul style="list-style-type: none"> <li>• Management experience in a service-focused or customer-facing environment</li> <li>• Successful partnership working with internal and external colleagues to support the learning,</li> </ul>	<ul style="list-style-type: none"> <li>• Involvement in relevant national professional networks</li> <li>• Experience of working in a further education setting</li> </ul>

	<p>development and welfare of students.</p> <ul style="list-style-type: none"> <li>• Experience of leading effective quality assurance</li> </ul>	
<b>Skills:</b>	<ul style="list-style-type: none"> <li>• Planning for and overseeing the strategic and tactical development of Student Services.</li> <li>• Operational management of staff, including their performance and development.</li> <li>• Managing a budget and other physical resources.</li> <li>• Communicating with and influencing a wide range of staff at all levels of the organisation.</li> <li>• Leading change in a complex organisation.</li> <li>• Ability to lead and advise on the management of risk in relation to students.</li> <li>• Writing and presenting in a style which is understandable to both internal and external audiences.</li> <li>• Strong IT skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to utilise digital and social media to inform and underpin service delivery.</li> <li>• Strong CRM skills.</li> </ul>

**Personal Attributes:**

- Student focused.
- Strong leadership and motivational skills.
- Ability to build relationships at a senior level.
- Excellent communication and influencing skills; able to engage at all levels in the organisation.
- Ability to work collaboratively, and cross-functionally.
- Can work at pace and with energy.
- Highly organised and able to deliver to deadlines.
- Strong desire to work within the charitable sector.

**General Terms:** (Detailed Terms and Conditions issued separately)

Occasional evenings and weekends

## Head of Student Services - Key terms and conditions

<b>Salary</b>	Up to £40,000 per annum  Payable on 28 <sup>th</sup> of each month
<b>Annual Leave</b>	25 days plus Bank Holidays  The leave year runs from 1 December to 30 November.
<b>Working Hours</b>	40 hours per week  Some flexibility in your hours will be required to include weekends, public holidays and evenings as the needs of the business dictate.
<b>Location</b>	This role is based at UKSA, Arctic Road, Cowes.
<b>Pension</b>	National Employment Savings Trust  Employer contribution of 1%
<b>Sickness</b>	In the first three months of employment you are entitled to Statutory Sick Pay only, thereafter UKSA will pay up to 6 casual or "waiting" days in any rolling calendar year.
<b>Notice Period</b>	During the 6 month probationary period notice will be 1 week and after that 8 weeks is required.
<b>Probationary Period</b>	6 months
<b>Disclosure and Barring Service check</b>	Enhanced DBS check required



# We are UKSA

## This is how we work

**Staff code of conduct:** We are one team – collaboration across departments and functions is critical to the success of our organisation and the excellent care and quality of delivery to our clients. Professionalism should flow through everything we do and customer care should be our priority; Professional presentation of staff, site, delivery and service is at the heart of all we do.

### **Our clients see everything we do**

Respect and support your colleagues – “that’s not my job” doesn’t exist at UKSA

Our organisation expects us to support each other and work together. Our values support this:

- Challenge, have fun and smile
- We take care of ourselves, those around us and this place
- Be part of who we are and help others do the same
- Tell the truth, hear the truth, act truthfully
- ‘If not you, who? If not now, when?’

### **UKSA Dress code**

- Staff must adhere to our dress code at all times
- Front of house, maintenance, housekeeping, instructors and lecturers will wear branded uniform
- Smart office wear is expected for all other staff
- Tailored shorts are acceptable in the summer
- Neat board shorts are acceptable for watersports instructors
- No flip flops for any staff.

## Phones

- We have a phone policy – it is expected that all staff are aware of it and work within the policy
- Calls should be answered within 3 rings
- Everyone should take their own calls – **it maybe a customer**
- If messages are taken, caller information must be accurate and details should be emailed and passed on
- Employees must take ownership of their answerphone messages
- Personal mobile phones should not be used during working hours – unless it's agreed with your manager or a personal issue that is urgent
- Every office will have an overflow line

## Email and letters

- Respond to all correspondence within 3 days
- If you cannot reply fully within that period, contact should be made confirming a realistic timeframe of when a response will be made (maximum of 10 working days)
- Only CC someone into an email if necessary and note that the copied individual/s do not need to action anything
- Conversations should not be taking place over email; email should primarily be used to pass over information – if a discussion is required, face to face or phone communication is preferable
- Email is not there make a record and collect evidence of someone not doing something
- All staff should use the UKSA standard out of office message when not in the office
- Respond to all meeting requests and where possible, meetings should not to be scheduled in over lunch time.
- Where possible, planned meetings / 1-1's should not be cancelled at short notice without prior discussion

## Complaints

- Acknowledge the complaint within 24 hours and provide a timeframe for a full response if unable to provide one immediately
- Provide a full response within 10 working days
- Extend the timeframe only where absolutely necessary and an explanation for the delay should be provided
- If you are the person a complaint is raised with then it is incumbent on you to ensure the complaint is resolved to a conclusion

## Work Stations

- Free tea and coffee will be provided to all staff in the Lister Kitchen
- A microwave can be used by all staff in the Lister Kitchen
- Hot food is not to be consumed at desks
- There should be no refreshment areas in offices
- Desks / work stations should be left tidy and organised at the end of each day
- Office cleaning standards will be upheld

## Smoking

- Staff are only able to smoke in the designated smoking area on site
- Staff are not allowed to smoke outside the front gates and in front of Victory. Staff are expected to ask students not to do this
- There is no smoking on yachts when alongside in marinas (anywhere)
- Staff are not permitted to smoke when out on corporate sailing days

## Site, Classrooms & Accommodation

- The rear car park area behind the swimming pool needs to be kept tidy, and available for groups parking when required – it is not used to store staff personal boats, or equipment

- **All staff** are expected to adhere to the lecture room user guide – **all staff** must support this by leaving rooms to the correct standard and layout; it's everyone's responsibility
- If a piece of equipment is left / found in the wrong place then return it to its correct location
- Evening duty staff will set the rooms up and site appropriately for the following day
- Site and fleet workshops must be kept clean, safe and tidy at all times

### Timelines and objectives

- Completing work on time is vital for success – timelines for completion of work / projects must always be agreed. If these cannot be met it is not acceptable to let them go past the agreed deadline without prior agreement
- All staff are expected to work within the UKSA objective framework and ensure this is updated and agreed with your manager

### Our Clients

- Meeting and greeting our clients is critically important – All staff are expected to make our clients feel welcomed and cared for at all times
- Say good bye! Showing our clients that we care and we want them to come back to us is very important; we must always say goodbye and please come again.

