



# DIRECTOR OF OPERATIONS



**JANUARY 2026**

# LETTER FROM THE CEO



**BENJAMIN  
DOWNING**

CEO Keychange

I'm delighted that you are considering joining us as Director of Operations. Keychange is a special organisation, which I am proud to lead. We have over 100 years of experience in providing support and care to people facing vulnerability. Today we do that by providing housing to women and young people experiencing homelessness and providing residential care to older people.

In some ways we've changed a lot in those 100 years, and in other ways we haven't at all. One thing that remains the same is our desire to create safe places of community and belonging for everyone who comes through our doors.

Whether someone is experiencing homelessness, or an older person is in need of care - we know that community and relationships are essential to flourishing and we place that at the heart of all we do

As a Christian organisation, Jesus is our model and inspiration for this as we seek to imitate Him in our work.

Keychange is in an exciting time of organisational development. I joined as CEO in 2022, and I've been amazed at the journey so far. We have a fantastic team in place, both on the frontline and centrally.

We are now looking for a passionate and inspirational colleague to join us as Director of Operations - driving strategic oversight and future direction for our operational programmes and managing the operations team as they deliver our day-to-day support. It is a fantastic and vitally important role we would be delighted if you would consider making an application.

Action Planning's Recruitment Team are managing this recruitment process on our behalf and Tracy Madgwick would be happy to answer any questions or provide any further information that you may need as you consider this role (07899 665506, [tracy.madgwick@actionplanning.co.uk](mailto:tracy.madgwick@actionplanning.co.uk)).

Thank you,

*Benjamin*



**334** People living with  
Keychange in 2024-25

**9** accommodation and  
care services across  
South and South West  
England



**210** Staff across our  
communities and  
central office





# ABOUT KEYCHANGE

## VISION

Every person has fullness of life through the unconditional love of a supportive community.

## MISSION

- We want those facing isolation to be connected and supported in a community.
- We want older people to live in a community so they have thriving lives combining independence and interdependence.
- We want young people and women who are currently homeless and have experienced trauma to find a safe place where they are supported and equipped for the next stage of life.
- We want to provide environments where people can express and develop their faith journey.

## FAITH BASIS

- We are a Christian charity motivated by the love of Jesus to support people.
- We are made in the image of God, so each person is valued.
- We believe God made people to live in a community with positive relationships.
- We welcome people of all faiths and none in everything we do

# DIRECTOR OF OPERATIONS

## ROLE OVERVIEW

The Director of Operations reports to the CEO and is a part of the Senior Leadership Team (SLT), all of whom are Christian, along with the Director of Finance, the Director of Strategic Partnerships and the Facilities Business Manager. The SLT is responsible for the leadership, culture and Christian values of Keychange in the central office and community sites.

The person appointed to this role will have responsibility for:

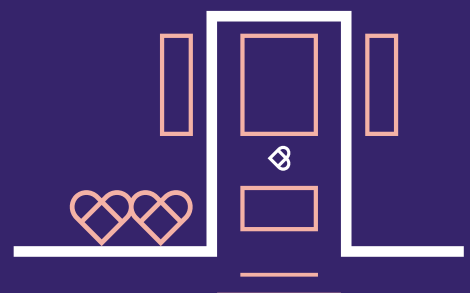
- Leadership and influence (cross-organisational)
- Operations strategy and long-term view
- Vision and future growth in operations
- Leading and developing the operations team
- Oversight of people and culture (in operations and the wider organisation)
- Sector learning and influence

## OUR OPERATIONS

Keychange has been supporting people in vulnerable situations for over a century. This has always involved an open approach to working with others for the good of the people we support.

We seek to provide exceptional care and support that is beyond compliant, built on our Christian values. We believe that every individual has dignity and worth and that for people to thrive they need more than just a home; they need to be part of a community where they are valued and known.

Each of our ten community sites has their own unique feel, based on specific local needs, but each provides support based on the framework of our model of care. Our local teams are committed to providing excellent care and support to enable people to live thriving lives. Through new projects in development, we are seeking to impact more people, to enable transformation through the power of community. We are currently exploring new opportunities to grow our work with women who have experienced homelessness, and piloting community connections for older people experiencing isolation while living in their own homes.



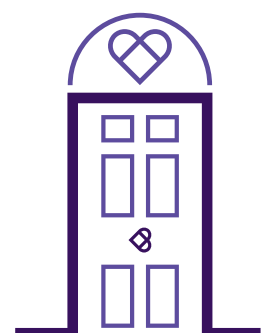
# KEY RESPONSIBILITIES

## MEMBER OF THE SENIOR LEADERSHIP TEAM

- To provide leadership in key areas of vision, values, culture and mission.
- To collaborate as part of the SLT in areas of strategy, finance and key organisational decision-making.
- To participate in the thought leadership of the organisation in alignment with our vision, values and mission.
- To develop a healthy and professional staff culture.
- To create and champion the desired organisational culture to community managers, central office staff and external stakeholders.
- To participate in times of organisational meetings, worship and devotions for staff.
- To undertake any other additional reasonable responsibilities under the direction of the CEO.

## LEAD CONSISTENT PROGRAMMING FOR SOCIAL CARE AND HOUSING

- To drive creation and implementation of a holistic programming model of care.
- To work with operational managers to envision community leaders in the areas of site-strategy, programming, finance and model of care.
- To co-create and oversee management of operational budget, monitor and analyse long-term trajectories of monthly income and expenditure.
- To facilitate cross-organisational working to promote implementation of best practice in programmes.
- To provide oversight of a robust co-ordinated safeguarding approach.
- To help foster an outward looking approach that includes the initiating of new partnerships and alliances to deepen our impact and influence in the lives of isolated older people and women and young people experiencing homelessness.
- To create learning opportunities both inside Keychange as well as with other organisations.
- To promote coherence and co-operation in the way that Keychange communities interact with each other.



# KEY RESPONSIBILITIES

## STRATEGIC OVERSIGHT FOR OPERATIONAL PROGRAMMES

- To facilitate development and implementation of aligned strategic plans through the operations team for Keychange communities.
- To support the operations team, community managers and staff with the implementation of strategic plans, monitoring progress and providing effective feedback.
- To oversee the use of data and business information to support operations decision making.
- To contribute to the development and implementation of the organisational strategic plan, through the development of goals and objectives related to community operations.
- To work with other SLT members to develop programmes for future growth.
- To engage with Keychange board members through working groups in relevant areas for shared expertise in strategic decision making.
- To deliver effective external communications and marketing to ensure a continued high level of impact and occupancy in our programmes.

## LEAD OPERATIONS TEAM

- To lead the operations team and community managers in developing and implementing goals in impact and influence, ensuring that these are aligned with strategic plans.
- To engage with operations team to ensure their physical, emotional and spiritual health; facilitating external specialist support as necessary to ensure their personal development.
- To support leadership and management development.
- To travel up to 60 days a year to include visits to all Keychange locations to meet community managers, staff and vulnerable adults in our communities.

## OVERSEE PEOPLE & CULTURE

- To create a culture of collaboration and accountability, partnering with leaders across the organisation to align people practices with organisational priorities.
- To oversee strategic HR projects and embed cultural transformation.
- To ensure that people systems, data, and processes enable consistency and improvement.



# KEY RESPONSIBILITIES

## LEAD IMPLEMENTATION OF SECTOR BEST PRACTICE

- To develop and increase opportunities for Keychange to grow influence within the care and housing sectors and pursue justice for vulnerable people in our programmes.
- To understand and engage with sector changes in care for vulnerable adults, evaluating best practices and championing appropriate changes in programming.
- To build and strengthen collaboration with partner organisations and other non profit organisations to increase learning, impact and influence beyond our own programmes.



# KEYCHANGE LEADERSHIP





# PERSON SPECIFICATION

## ESSENTIAL CRITERIA

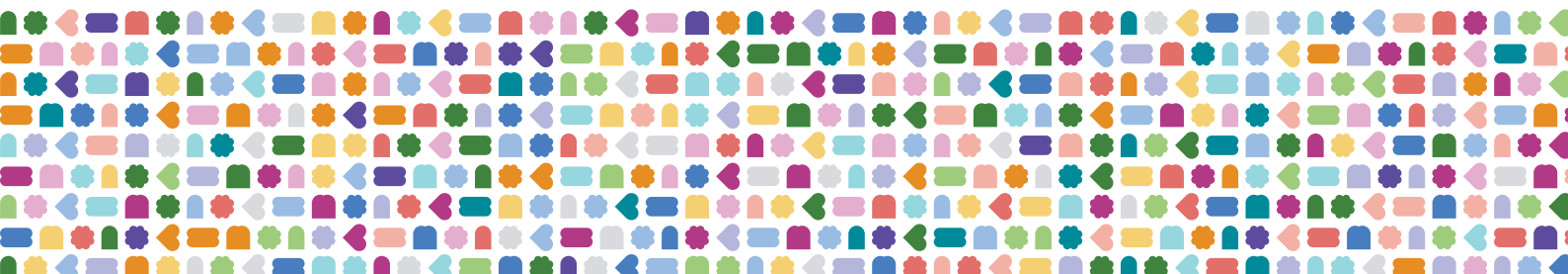
- A high-performing individual with experience in developing and implementing strategy.
- Active agreement with the Keychange mission, vision and faith basis.
- Experience and knowledge of social care and homeless programmes and theory of change.
- Experience and knowledge of CQC and/or Ofsted regulatory requirements and processes.
- Strong leadership, problem-solving, interpersonal and time-management skills.
- Experience delivering service quality targets, financial targets and regulatory compliance.
- High-level experience in organisational development and managing operational culture in line with vision and values.
- Experience of working in an organisation of similar scale to Keychange (250 staff across ten community sites).
- Prior responsibility of managing organisational budgets of £1m+.
- Ability to provide leadership and support to staff from a range of backgrounds.
- Commitment to coaching and developing other members of the team.
- Excellent written and verbal communication skills.
- Strength in working collaboratively as part of a team to enable strategic direction.
- Ability to travel up to 60 days a year to include visits to all Keychange locations to meet community managers, staff and vulnerable adults in our communities, as well as partners and stakeholders.
- High level of integrity.

## OCCUPATIONAL REQUIREMENT

This post is subject to the Occupational Requirement (OR) under Schedule 9, Part 1, paragraph 3 of the Equality Act 2010 that the post-holder is a practising Christian. This requirement is necessary and proportionate in light of the responsibilities of the role, which include: promoting and upholding the Christian ethos, charitable objectives and values of Keychange; supporting the spiritual wellbeing of service users; facilitating faith exploration; developing church partnerships; and representing the organisation in faith-based settings.

## IN ADDITION

This post includes working with vulnerable people and Keychange will therefore carry out an enhanced DBS check for any successful candidate.





# WORKING AT KEYCHANGE

We strive to create a supportive and inspiring work environment where you can make a real impact, whilst growing personally and professionally. We actively invest in staff culture, with opportunities across the year to connect with colleagues working across the organisation. We take a personalised approach to professional development, and will work with you to identify your goals and to create opportunities for learning and development in your role.

## KEY TERMS OF ROLE

- Salary: £70,000-£75,000 p.a, depending on experience
- 30 days annual leave, plus all bank holidays
- Enhanced sick pay for up to four weeks, in accordance with our sickness procedures
- Flexible hybrid working, generally four days from home/community, one day in London office, with family friendly working arrangements available
- Contributory pension scheme, up to 5%, with matched employer's contribution up to 5%
- Employee assistance programme (EAP) and life insurance

"I began as a care assistant at Rosemary Mount in 2010 and have worked my way up to manager.

I love my work, no two days are the same and the team here are wonderful"

**Sam, Manager at Rosemary Mount Community**



# APPLICATIONS & NEXT STEPS

## RECRUITMENT TIMELINE

- **Deadline for submitting your application: 12 noon Monday 2 March 2026**
- Invitation to first stage interviews: w/c 16 March 2026
- First stage interviews, conducted virtually: w/c 23 or 30 March 2026
- Invitation to second stage interviews: w/c 6 April 2026
- Second stage interviews, conducted in person at Keychange Central Office, Waterloo:  
**Wednesday 29 April 2026**
- Potential start date: Monday 3 August 2026 (or sooner depending on notice period)

