

TSIP

**DIRECTOR OF
OPERATIONS**

MAY 2021

INTRODUCTION

Centric is a new community research offer developed and built within The Social Innovation Partnership (TSIP). Centric was founded in 2020 and will be incubated within TSIP. Our aim is to change the way research is delivered within communities. Community research is defined as research done for and by community members. Since its inception, Centric has worked with a number of organisations, including Peabody, one of London's oldest and largest housing associations, Guys and St Thomas Charity, a 500 year old organisation focused on tackling complex health issues in two of the most diverse boroughs in London; Southwark and Lambeth. We currently have two community research teams – one covering parts of Lambeth and Southwark and another based in Thamesmead.

Centric as a business will challenge norms in research. We believe that much of academia and market research has failed to generate nuanced insight into the needs, experiences and priorities of many communities. Related topics are under-researched and too often the research that is done not only misses the mark but is also conducted in a way that is fundamentally extractive - taking insight and ideas from communities while offering little in return.

We are strongly committed to community ownership and champion the value of community voice. It is essential that the organisation operates in a way that reflects these principles and is fully inclusive of individuals from ethnic minority, working class, disadvantaged and marginalised communities.

This is an exciting opportunity for the organisation as we are looking to expand our reach and build a founding team who will be responsible for the next stage of development and growth. Centric has a clear mission and vision, and you can look forward to joining a team who have put a lot of thought into the model of Centric, and have been working together for over a year. The Founder/Director of Innovation Shaun Danquah, community researchers and members of TSIP have helped to get the model to where it is now.

We are looking for an exceptional individual who shares our vision and values to join the executive team that will build, drive and scale this new organisation as well as someone who is willing to learn. We are looking for a Director of Operations whose values are aligned to what we are trying to achieve, an individual who is willing to share their expertise with the team and community members – helping others to build related skills to enable a more local leadership and one that supports sustainability. You will have a strong track record in delivering and working to deliver at scale, transform an organisation, entrepreneurial and you'd like to be part of a new organisation. We especially would love to hear from you if you have lived experience of social issues and a deep commitment to/understanding of diverse communities. If this sounds like you, we want to hear from you.

OUR VALUES

We are a small, flat and open organisation, in which everyone contributes ideas and opinions, feedback happens in all directions and everyone pitches in to help each other out. We do serious work without taking ourselves too seriously. Our team are passionate about social issues and live our values:



We value and respect difference, look at issues from a range of angles and create opportunities for people with diverse backgrounds and perspectives to contribute to our work



We show care and concern for others, treat each other well and prioritise the needs of the most vulnerable



We build meaningful relationships with other organisations and communities, share what we know and support each other



We choose projects that improve people's quality of life and make society fairer, using social impact as a key success measure for all our work



THINKING LONG-TERM

Our long-term vision is to build community research hubs across multiple London boroughs and in cities across the world. These hubs will be replicable and scalable, but each hub will function in a way that works within its own context, in order to maximise local insight and use.

Our focus over the next year will be on:

- Making a successful transition from service to organization
- Developing and consolidating the approach and methodologies
- Bringing in new clients and projects so as to provide continued work and scale these existing teams, and
- Replicating the model in other parts of London

Eventually, the South London hub will become the central hub for the network. It will provide training and upskilling for local hubs and will serve as a standard model for best practice. Each local hub will function as local community equity, helping each community become self-sufficient, retain control over research in the area and develop in a way that is right for the local context.

They will provide high quality employment opportunities for local people. Ultimately, they will leave a legacy for that community to own, share and steer.

The hub model will also provide opportunities for community researchers to:

- Network with professional academics, companies other models and organisations undertaking research locally
- Undertake professional development through various assignments (e.g. What is a pressing issue in your community that needs further investigation?)
- Reach out to academics who write on community research and bring them in for skills exchange sessions
- Develop a training programme for organisations and corporates
- Develop a technological innovation (e.g. an app) centred on community research



Community research hubs will recruit, train and upskill people from local communities to be involved in research and interventions from design to delivery. We can do this effectively because:

- We're part of the communities we're serving, which means we have access to in-depth insight and are trusted by community members who are weary from always being researched by outsiders.
- Our team has a diverse range of both lived and learned skills and expertise, and a founding team of researchers from different cultural backgrounds.
- We have a bespoke ethics approval process that champions community consent and ownership. Ultimately, the community owns the data that emerges from any research we undertake.
- Our Community Research model has been designed and is run by Community Researchers themselves.
- The programme is accessible in a short space of time and offers unique progression routes for Community Researchers over time

ABOUT TSIP

Centric is currently incubated within TSIP, for the last year, TSIP has been piloting a community research offer (Centric).

The Social Innovation Partnership (TSIP) is a small agency focused on social good. We do two main things:

1. We help organisations to better understand issues, places and their own social impact
2. We design and pilot new programmes to improve people's quality of life and make society fairer

Our team brings together technical and community specialists with a shared commitment to inclusive social change. We work with organisations of all types including charities, trusts, and government departments on social programmes to ultimately improve wellbeing and tackle inequalities. Our approach is grounded in promoting lived experience, valuing place-based activity and being community-led.

TSIP supports organisations who are trying to do good to do better. We are a diverse team of technical and community specialists who are joining forces to drive inclusive social change. We lead with empathy and curiosity to understand our partners and build trusting relationships. Our approach is collaborative, participatory and enabling. We work across sectors and on the ground with groups that share our values.

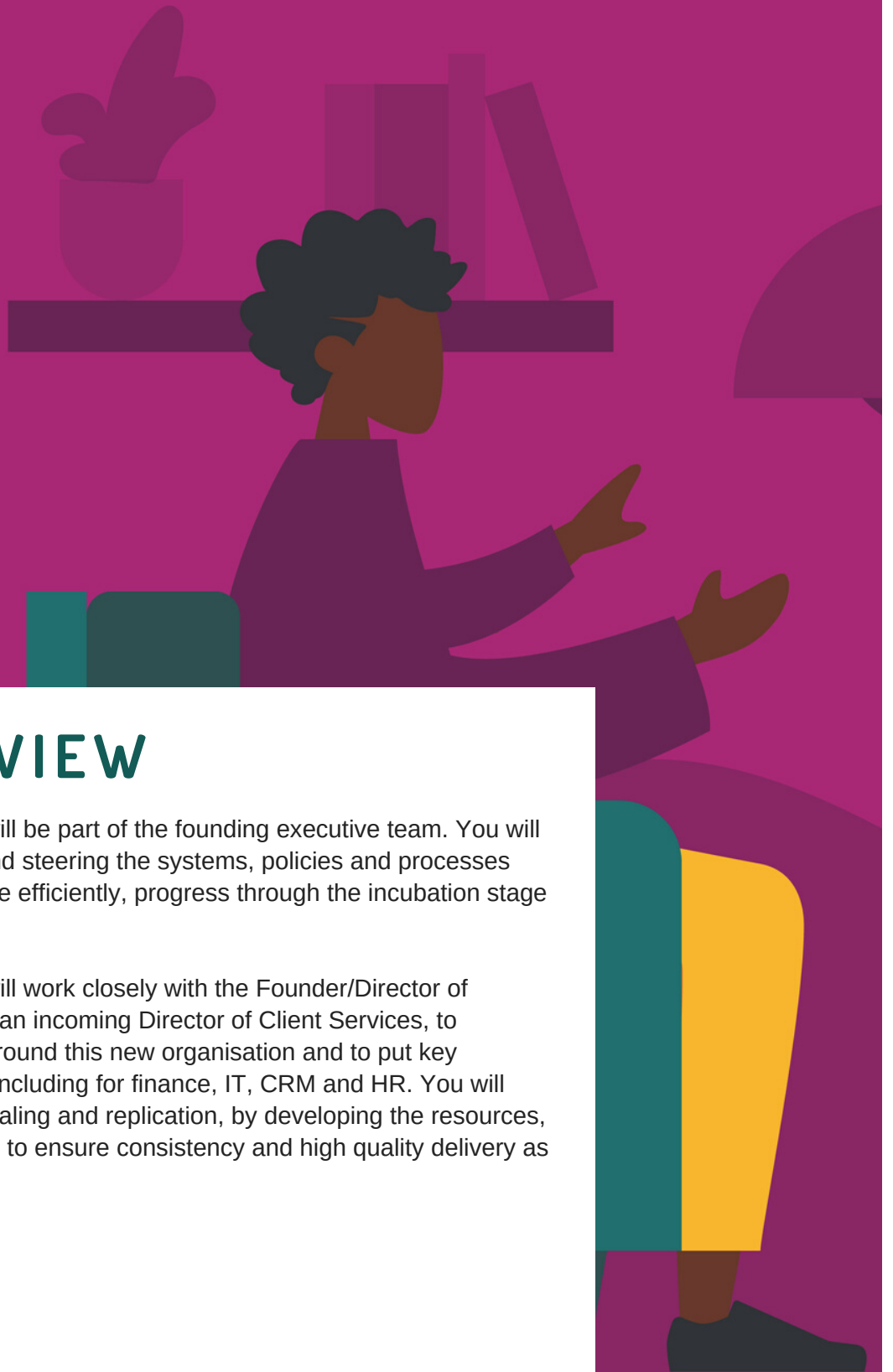




Over the last ten years, we have worked with some of the most ambitious charities, social investors and CSR programmes in the UK and launched programmes that have been scaled and replicated internationally – such as Project Oracle, which led to the UK-wide Centre for Youth Impact, and YouthREX in Canada. We have an amazing team and we are proud of the work we are doing and what we have achieved.

Some examples of our current projects include:

- Co-designing a hub with and for people in Hackney, where community members will be able to come together to respond to local issues and get sponsorship to put their ideas into practice
- Evaluating the impact of a large-scale regeneration programme on those living in the area and ensuring their views and priorities are used to shape how the area evolves
- Identifying ways in which a large UK charity can make their services more accessible and serve a more diverse range of young people.



ROLE OVERVIEW

As Director of Operations, you will be part of the founding executive team. You will be responsible for developing and steering the systems, policies and processes that will enable Centric to operate efficiently, progress through the incubation stage and scale.

As Director of Operations, you will work closely with the Founder/Director of Innovation Shaun Danquah and an incoming Director of Client Services, to establish the right governance around this new organisation and to put key business infrastructure in place including for finance, IT, CRM and HR. You will also contribute significantly to scaling and replication, by developing the resources, support and approaches needed to ensure consistency and high quality delivery as Centric moves into new areas.

KEY RESPONSIBILITIES AND ACCOUNTABILITIES

- Help to develop a startup organisation
- Design and implement new business systems across Finance, HR, IT and CRM
- Develop strategies for operations in support of our business objectives
- Drive continuous improvement in business systems, processes and policies on an ongoing basis
- Collaborate with the Founder/Director of Innovation and the Director of Client Engagement to develop and execute the overarching strategy for Centric
- Support the annual business planning process by implementing robust management reporting to enable progress to be monitored against targets and foster a culture of accountability.
- Oversee the development and implementation of an HR strategy to ensure the effective recruitment, retention, management and continuing development of an engaged and high performing workforce.
- Arrange training for diverse community researchers to upskill them so they are able to conduct their work effectively.
- Ensure contracts and partnership agreements are robust and conducive to meeting the business' aims and in line with its values.
- Procure and manage supplier relationships for business services and technology. Engage and work with complex communities in the urban locale and build a rapport towards sustainable partnerships. Build and maintain partnerships in line with business aims and are documented accurately.
- Strategic development input particularly in strategic finance decisions and associated commercial processes.
- Organise team to develop an annual work plan
- Monitor progress and manage performance to ensure delivery.
- Set up and administer systems for managing staff, community researchers and volunteers
- Develop and present key updates on business operations to the board
In the future, as the team grows, take on line management responsibilities

PERSON SPECIFICATION

In your formal application, we request that you respond directly to as many of the criterias listed, however candidates need not meet all of the person specification criteria to apply. There is an expectation that all candidates will be able to demonstrate suitable knowledge and experience of being in an Operations role.

Education, qualifications and Training	Essential / Desirable
Operational management and/or leadership qualifications	D
Knowledge	
Familiarity with a range of operational systems, processes and policies across finance, IT, CRM, HR	E
Strong understanding of corporate governance	D
Understanding of intellectual property and revenue sharing as it relates to contracting with funders	D
An in-depth understanding of societal issues at local levels	E
Knowledge of emerging trends in the UK in business, society and tech	E
Knowledge of underrepresented, deprived and minority communities	D
Experience and Skills	
Significant experience of operational business leadership	E
Significant experience of developing and implementing new operational processes	E
Experience of working in a start-up or rapidly scaling organization	D
Line management experience including managing managers	E
Experience of working in consulting or a professional services environment	D
Able to convey information to a broad range of audiences both orally and in writing	E
Experience of reviewing and negotiating contracts	E
Experience of negotiating and influencing at a strategic level and building relationships to enhance business opportunities	E
An up-to-date knowledge of legislative frameworks and key issues relevant to the post	D
Financial and commercial awareness and the ability to analyse complex information with clarity	D
Have a strong record of supporting others' personal development and growth	E
Personal Qualities and Values	
Committed to community ownership and champion for community voice	E
Committed to addressing societal injustice and inequality	E
Willing to get stuck in and help where needed in the context of a small and growing organisation	E
Possessing the authority, presence and integrity to command respect from colleagues within the company and from external partners	E
Ability to maintain confidential and sensitive information	E
Commitment to providing a high-quality service	E
Values and promotes diversity	E
Able to work independently whilst working as a team player	E
Able to prioritise and manage multiple streams of work	E
Lived experience of social issues and deep commitment to/ understanding of diverse communities	E



We are an inclusive organisation that works with local communities across London, we want this diversity to be reflected in Centric's founding team. We particularly welcome people from all backgrounds so that our team mirrors the communities we serve. We welcome applications from anyone regardless of age, disability, ethnicity, heritage, gender, sexuality, socio-economic background, and other differences. We are deeply committed to inclusive working practices, so during the application process we commit to:

- Paying for childcare whilst you're at our interviews where these take place in person
- Paying for your travel costs to the office and back for interviews when this is held in person.
- Making any reasonable adjustments - for example ensuring we have sign language interpreters organised in advance if you'd like them.
- Providing this document in a Word document format readily available to download.
- Offering a guaranteed first stage interview for disabled candidates who meet the minimum requirements for the role with Inclusive Boards.

If there is anything else you're concerned about or think we could provide, please let us know.

KEY INFORMATION

- **Role:** Director of Operations
- **Organisation:** The Social Innovation Partnership on behalf of Centric
- **Reports to:** Founder, Centric
- **Salary:** £60,000 + benefits
- **Location:** Home working initially; in future based in a London-office with the option to work from home occasionally; some travel may be required
- **Working hours:** Full time, 40 hours per week, Monday-Friday 9-6pm
Holidays: 25 days annual leave plus 8 bank holidays
- **Applications close:** 6th June 2021

HOW TO APPLY



The recruitment process is being undertaken by Inclusive Boards on behalf of TSIP (Centric). If you wish to apply for this position, please supply the following:

- **A detailed CV setting out your career history, with responsibilities and achievements;**
- **A covering letter (maximum two sides) highlighting your suitability for the role and how you meet the person specification. Please note that the covering letter is an important part of your application and will be assessed as part of your full application;**
- **Diversity monitoring form – your data will be stored separately from your application and will at no time be connected to you or your application.**

Please send your CV and cover letter to Centric@Inclusiveboards.co.uk by 6th June 2021.

If you would like to discuss this opportunity further, please contact Jelil Akinwande or Wendy McPherson on 0207 267 8369.