



Flo's Executive Director

Flo's - The Place in the Park, is a vibrant community hub in Florence Park, East Oxford, founded in 2018. With our nature nursery, cafe, refill shop and community services and projects at our heart, we are a place for people from all walks of life to work, eat, play, learn and connect with each other, reducing inequalities and supporting the environment. We are looking for a Director to lead our team into the next exciting stages of our development. More details of Flo's are available later in this document, and our impact report is available [online](#).

Job title	Executive Director
Job purpose	Provide a central point of leadership for everything that we do - working collaboratively with the team to deliver and expand our community benefit in a well-managed and financially sound manner, and inspiring and developing new opportunities, partnerships and funding streams.
Location	Flo's - The Place in the Park, Rymers Lane, Oxford OX4 3JZ
Reports to	The Chair of People, Place and Participation Board
Responsible for	People, Place and Participation Ltd (known as Flo's - The Place in the Park) and its trading subsidiary Flo's Trading (referred to hereafter collectively as Flo's)
Direct Reports	Finance Manager, Community Manager, Nursery Manager, Flo's Trading Manager, Operations Lead
Hours	4 days a week
Salary	£40,000 pro rata, which is £32,000 for a 4 day week
Contract duration	Permanent

Holidays	28 days per year including bank holidays (pro rata)
Pension	Employers pension of 3% with Nest
Probation period	6 months
Start date	1 March 2023 or as soon as possible thereafter

Closing date for applications: Monday 16th January 2023

Interview dates - in person in Oxford:

First interviews for longlisted candidates - Wednesday 25th January

Second interview for shortlisted candidates - Monday 30th January

We encourage applications from women; black, Asian and minority ethnic people; people who identify as having a disability; people from the LGBT+ community; people from working class backgrounds. If you face any barriers to applying please feel welcome to discuss these with us.

About the role

On a day-by-day basis, Flo’s is run by a team of over 40 part-time and full-time staff members and 20 volunteers, led by a strong management team representing our trading, nursery and social impact arms, alongside core operations and finance roles. As a community-owned cooperative organisation, we are embedded in our local community, and many of our social impact projects are delivered in partnership with other organisations. Strategic oversight is provided by the Board of Trustees.

We are looking for a person who can provide a central point of leadership for everything that we do - working collaboratively with the team to deliver and expand our community benefit in a well-managed and financially sound manner, and inspiring and developing new opportunities, partnerships and funding streams.

The key components of the role are:

Strategic leadership and external relationships

- Working with Flo’s team, partners and board to co-create visionary, forward-looking strategy with big ambitions to support our community in East Oxford.

- Continuing to develop an iterative approach to community development that encourages new ideas to emerge - listening, responding, experimenting and reviewing what we do - and thinking about how this fits with the system as a whole.
- Building and developing strategic relationships with key stakeholders including local community, partner organisations and Oxford City and Oxfordshire County Councils, and representing Flo's in local networks and forums.
- Ensuring that we are fair and inclusive in everything that we do.
- Developing an environment that attracts and retains the best staff and volunteers.

Operational management

- Taking overall responsibility for the culture, development, management, administration, finances and delivery of the organisation.
- Ensuring that business, operational and annual plans to underpin the strategic plan are developed, agreed and implemented.
- Ensuring adequate structures and processes are in place for Flo's to fulfil its strategic objectives and to carry out its work, including performance management across the organisation.
- Providing line management to the senior staff team - helping managers make good decisions that are in line with Flo's values and purpose, and solving problems when they arise.
- Supporting, modelling and promoting learning, mutual support and collaborative decision making within Flo's.
- Ensuring that the recruitment, management, training and development of staff reflect good employment practice and are directed towards achieving the organisation's objectives.

Fundraising, comms and partnership working

- The Director will need to ensure that adequate provision is made for the following functions, through carrying out some of these roles directly as appropriate (depending on skills, experience and time), working with the wider Management Team to delegate or share responsibility, or identifying new roles and funding streams to deliver. The Community Manager in particular shares responsibility for many of these roles:
 - Creating an updated strategy for fundraising and ensuring its implementation, including working with the leadership team on some funding bids and grant applications, and developing drives for crowd-funding, donations and sponsorship.
 - Supporting the leadership team to maintain and develop our strong existing collaborative relationships and partnership work with other OX4 (East Oxford) voluntary organisations, individuals, the local authorities and OUHT (maternity services). Please look at our impact report for further details.

- Ensuring that Flo's has effective communication and social media strategies (including the annual impact report, newsletter and blogs) and that these are effectively delivered.

Compliance and Risk

- Overseeing our compliance and risk management in collaboration with the management team. Our operations are covered by a wide variety of legislative and regulatory bodies and it is important to ensure that we are compliant in all areas.
- As a charitable CBS, Flo's is governed by many charitable laws as well as the Financial Conduct Authority. Our nursery must comply with OFSTED regulations. Flo's Trading is a wholly owned subsidiary, and therefore operates under different rules and regulations, including food safety standards.
- Ensuring that the major risks to which the organisation is exposed are reviewed regularly by the board and the executive team, systems have been established to mitigate these risks.

Finances and governance

- Alongside the Finance Manager, taking overall responsibility for the financial health of the organisation including working with the Finance Manager developing, overseeing and monitoring PPP's long-term budget and business plan and an effective programme of income generation.
- Together with the chair, enabling the board of trustees to fulfil its duties and responsibilities for the proper governance and accountability of the organisation.
- Ensuring that the board receives timely, accurate and complete reporting on the performance of the organisation against its strategy, operational plans and budgets, and impact aims, as well as appropriate advice and guidance, drawing attention to matters it should consider and decide.
- Assisting the chair in recruiting trustees, ensuring that all members of the board receive appropriate induction, advice, information and training.

Person specification

We do not expect that any candidate will meet every single requirement below, but these characteristics provide a template for the kind of person we think will fit this role, and will form the basis of how we evaluate candidates.

Essential

- Evidenced commitment to Flo's values and purpose.
- Experience in a role with overall responsibility for leadership and management of an organisation.
- Commitment to collaborative leadership which supports learning, mutual support, shared decision making, and valuing the contributions of everyone involved.

- Experience (paid or unpaid) of working in, or working to support, community groups, charity, social enterprises and/or co-operatives.
- Experience as a line manager.
- Experience in successfully running traded services - ideally social enterprise, but this is not required.
- Ability to lead or facilitate strategic planning processes.
- Experience of delivering, and reporting progress on, strategic objectives.
- Strong financial literacy, including experience managing budgets and reporting on financial performance.
- Experience of developing and delivering an effective fundraising strategy for a small charity or social enterprise, including grant writing.
- Proven ability to communicate with and facilitate good working relationships between different stakeholders in a system, from service users to external agencies.
- Proven ability to work with and build relationships with people from a broad range of socio-economic and ethnic backgrounds, and to plan work in ways which minimise the exclusion of people from marginalised groups.
- Willing to work some evenings and weekends where required.

Desirable

- Experience of working with, or as part of, a board of directors / trustees
- Experience of reporting to funders - both in writing and face to face.
- Knowledge of, and relationships with, Flo's network groups and wider Oxfordshire civil society organisations.
- Understanding of the early years, hospitality, or community development sectors, or working across a range of very different enterprises.
- Knowledge around education, inequalities and/or health in a community context.
- Experience working in, with, or to influence, a local authority.
- Mentoring or coaching experience.

Background to Flo's

People, Place and Participation (PP&P) Ltd was founded as a Charitable Community Benefit Society (CBS) in 2018 after a successful campaign to keep a decommissioned children's centre building in community use. With support from hundreds of local investor members, Flo's - the Place in the Park was born. Since that time it has grown to become a thriving hub managed by the community, for the community.

Three years on (two of which have been pandemic years) the centre has grown to employ over 40 people with income just shy of £900,000. 80% of its funding comes from income-generating activity, including two successful incubated enterprises - the childcare nature nursery and the cafe and shop - as well as room hire, and the other 20% of income via fundraising activity. The cafe and shop are now run by a wholly owned subsidiary - Flo's Trading.

Our purpose centres around:

- Community ownership: a hub run by the community for the community
- Community assets: making socially and environmentally just use of space
- Finance working locally: supporting social enterprise and the circular economy
- Community wellbeing: delivering and hosting services that help people feel better

In terms of meeting needs and delivering our mission to reduce inequalities and support the environment, we have three key themes which are the current basis for our more focussed community and partnership projects and for the services we provide directly:

- Families and Early Years - we run our own nursery, host midwifery services and provide support in other ways for families.
- Access to Nature and Sustainability - sustainability underpins everything that we do, from our nature-based nursery to our commitment to environment sustainability using a [One Planet Living](#) framework.
- Food and Diversity Led Social Enterprise - we run our own cafe and have supported food-based enterprises to launch. We are also partnering [OX4 Food Crew](#) to support those suffering through food poverty.

The combination of the traded services and services we host provides multiple entry points for support, and sparks connection and possibilities with others. Alongside the incubation of enterprise we have grown our mission to tackle inequalities and support both families and the environment through a range of community and partnership themes, and successful fundraising.

Our organisational design principles are systemic - Small, Local, Open and Connected (SLOC). We take an iterative, whole system and emergent approach to community development - listening, responding, experimenting and reviewing what we do. This has enabled us to pivot our service quickly - for example when responding to the pandemic and to respond to a diversity of needs.

Our management structure has been non-hierarchical - with paid managers and voluntary Board members working collaboratively to develop the organizational growth over its first 4 successful years. In July this year with the appointment of an interim Director role for the first time, we have introduced a greater level of formal hierarchy - but we are looking for a person who will maintain our collaborative and distributed ways of working, and who will enable, support and coordinate the members of the Flo's Management Team in leading their respective parts of the organisation.

Our values

Hope and opportunity – leadership and learning that harness the energy of the community and inspire hope; resourcing and resourced by local enterprise, creating alternatives for working, eating, shopping, childcare, healthcare.

One team, many voices – Staff, managers, trustees, volunteers, members, consultants, tenants,

community all contribute and shape what we do, how we do it and where we go next.

Wellbeing and nature – slowing down; enjoying the outdoors and all that the park has to offer; caring for planet, environment and other living things in all that we do; fostering a sense of belonging, and rootedness to where we live and work.

Community engagement – welcoming all members of the community, regardless of age, culture, race, sexual orientation, health, social background or experience; strengthening community through embracing difference; generating new ways of working and organising.

To find out more and apply

If you'd like to talk to someone about the role before applying please contact chair@flosoxford.org.uk. We'd be happy to provide a Flo's tour and the chance to meet some trustees and managers.

You can find more about our team, values, how we're governed, and our annual impact-based reports and accounts here: <https://www.flosoxford.org.uk/about-us/>

To apply please send a copy of your CV and a covering letter to chair@flosoxford.org.uk by Monday 16th January 2022.

The interview process will involve a subset of trustees and our Interim Director (who is not applying for the post as she was only able to take the job on a temporary basis), before final interview with the board. We aim for the process to complete by the end of January 2023.

Please use your covering letter to demonstrate how your skills, qualities and experience meet each of our requirements listed, and how they have helped you achieve relevant, positive results, as this will give you the best possible chance of being shortlisted. Please also discuss any support you think you might need.