

# The Liminal Space

## Job Description and Person Specification

### Director of Operations

<b>Salary</b>	£58,000 - £65,000
<b>Role type</b>	Permanent (40 hours per week) Full time, although 4 days per week, or 9 days per fortnight also possible
<b>Reporting to</b>	Directors
<b>Location</b>	London/Home The office is open 2 days per week – Wednesday and Thursday and we expect FTE staff to be in the office 5 days per month. Office – Unit 5, De Beauvoir Block, London, N1 4EN
<b>Annual leave</b>	25 days + bank holidays.

### ABOUT THE LIMINAL SPACE

The Liminal Space is a unique purpose-led creative studio that uses art and design approaches to build understanding, participation and social action.

A combination of a creative agency and a think tank, we are a multidisciplinary team on a mission to empower more people, more profoundly to contribute to greater positive social and health outcomes and we relish responding to our clients' challenges; every challenge is different and each project requires a unique approach. Our work translates some of the toughest issues facing our society into tangible objects, spaces and experiences that people can relate to and interact with.

Recent projects have covered topics ranging from climate change to mental health for night shift workers, from supporting end of life conversations to broadening the discussion around the ethics of gene editing.

Our novel methods are effective with mainstream and underserved public audiences and with academic researchers and industry decision-makers across sectors, and as a result we have been awarded a Wellcome Trust Sustaining Excellence Grant, won Personnel Today's Best Wellbeing Initiative in 2020 and were shortlisted as Emerging Design Studio of the Year 2020.

We work with some of the country's top universities, independent funders and government bodies, including organisations such as The Wellcome Trust, Nesta, The Francis Crick Institute, The Health Foundation, The Barbican, The Natural History Museum, UCL and The University of Cambridge. Our projects are varied, ranging from research and insights programmes, strategy and concept direction, and activation and experience.

Our work addresses key societal issues, such as our Night Club Project, a transformational wellbeing engagement programme that brings together shift workers, employers and scientists to design a better and healthier working experience for those on low income. We have delivered this with partners including TFL, NHS, Co-op, John Lewis and Network Rail, and have received several industry awards.

More information about its impact can be accessed here:

[Engaging with employers to protect the health of night shift workers - Impact on Urban Health](#)  
[Click here for more information about our projects.](#)

Having built a strong reputation, we are now at a pivotal point in our development, and we are looking for a collaborative and agile Director of Operations to play a key part in shaping our future. This role is critical to the next stage of our development and as part of the leadership team, will work strategically alongside the Directors to build a resilient and agile operating infrastructure, nurture our culture and support our team. Combining both strategic nous and good operational shaping and implementation skills, you will enable us to advance our social mission and make us a more resilient organisation so that we continue to break new ground and deliver trailblazing work.

### **ABOUT THIS ROLE**

The Director of Operations will be part of the senior leadership team and will actively contribute to the strategic direction of The Liminal Space. You will be responsible for ensuring our operating processes, policies and systems are strengthened, co-ordinated and efficient. You will also ensure our people are supported, developed and enabled to realise their potential and optimise our impact.

We are looking for an agile, organised and hands-on leader who wants to make a contribution to the next stage of our development. You will bring a proven track record of developing and implementing rigorous project management plans and processes required that enable effective and impactful operations and that offer the flexibility to maintain our innovative and creative approach. With management of project management, you will also oversee and evolve our HR processes, systems and policies to ensure we can effectively recruit, retain and develop staff, and we have effective performance management processes in place.

You will oversee the management of our finances ensuring we have effective financial management and reporting and can build financial sustainability. Alongside this you will oversee all IT and data security and GDPR, and ensure we have a systematic approach to business development, can assess new opportunities, as well as effectively monitor, track and report outcomes and impact.

## **KEY RESPONSIBILITIES**

### **Operations (including Strategy, Systems, Processes, Policy and Data Security)**

- Operations: ensuring our team operating models are fit for purpose and our resource management and allocation is geared towards the efficient, flexible and agile management, planning and delivery of our projects
- Strategy: working with the Directors to contribute to strategic planning, business modelling and translating strategy into effective operational delivery
- Policy: working with the Directors and staff to appraise, develop and implement our organisational policies, ensuring they are implemented effectively, including by sourcing external support where required
- Finance – management of the day-to-day finance and forward financial planning with support from a bookkeeper, accountants and an FD for one day per month.. Budgeting, financial planning, ensuring monthly variance reporting is accurate and that project specific budget and company finances are monitored and reported against. Ensuring efficient systems, processes and controls are in place and contributing to ongoing financial sustainability.
- Business Development – implement a systematic approach to business development, pipeline management and oversight, business development/income forecasting and phasing and supporting Directors with the writing and delivery of proposals and pitches. To oversee the development of Customer Relationship Management System
- Contracts – review all commercial contracts and grant agreements and evolve contract templates
- Legal/Regulatory - overseeing compliance, including on data security, GDPR and engaging the team to ensure safe data security practice is adopted by the team.
- Intellectual property – ensure contracts are favourable and ensure our IP is protected. Liaise with IP lawyers around issues and ensure they are resolved satisfactorily

## **People (including Culture, Inclusion and HR)**

- **HR** – overseeing the ongoing development of robust HR processes and systems, introducing effective performance reviews, developing a coordinated approach to learning and development and instilling a culture of continuous learning and accountability across the team
- **Culture:** nurturing and developing our team culture, supporting recruitment and training across the organisation; leading our DEI agenda and ensuring we have adequate HR support to enable our team to deliver in line with our objectives and values
- **Line management of a number of staff**

## **ABOUT YOU**

We are looking for someone who is:

- Passionate about our mission, philosophy, values and projects and wants to deliver social change
- A people-person who is inherently collaborative with strong relationship and communication skills and the ability to build and develop teams
- An empathetic leader able to get buy in from colleagues and engage them in adopting processes and systems to support the effective delivery of their work
- Experienced in strategic planning and translating this into operational delivery
- Experienced enough to hit the ground running in a fast-paced environment
- Someone with a good eye for detail who cares about and can drive high-standards, quality and continuous improvement
- Agile and responsive
- Personally resilient, self-reliant and wants to get things done
- Someone who likes to find solutions and can develop processes and systems that give us the room to flex and operate with creativity and agility
- Someone who has strong financial and commercial acumen and business planning skills
- Interested in and will thrive in a creative and entrepreneurial environment where flexibility is key, and no two days are the same
- A good project planner and implementer who is prepared to be hands on
- Able to move between big picture and detail

We are looking for someone who possesses experience in these areas:

- You have experience of delivering improved, strengthened and/or enhanced operational processes and systems to improve organisational effectiveness
- You have contributed strategically in a leadership role, preferably in a fast paced and agile SME or start-up environment
- You have experience of effectively leading and improving HR, Finance functions or have worked with specialist advisers eg Accountants, HR Consultants, in the oversight of these functions
- You've developed systems to identify, assess and develop new business opportunities and supported tender/proposal writing and pitching.
- You've helped support the development of culture, supported teams to grow cohesively and deliver with excellence
- You understand the importance of delivering on contracts and funding obligations and have developed systems and processes to effectively monitor and report on these
- You have managed and reported on budgets in the region of £1m-£2m, developed robust financial controls and are used to financial planning, resource allocation and performance monitoring