



Year Here COO Applicant Pack

Introducing Year Here



We launch, grow and connect the social innovations and social ventures of tomorrow

Year Here is a platform for entrepreneurs who want to tackle some of society's toughest social problems – consisting of a postgraduate course in social innovation and a social startup accelerator.

Since launching at 10 Downing Street in 2013, we've worked with over 200 aspiring social entrepreneurs. Our Fellows have founded 39 social ventures that have collectively generated over £5m in revenue and been featured in the Financial Times, VICE, TechCrunch, the Guardian, Dazed, the Evening Standard, Vogue and more.

Twice per year, hundreds of people apply to become one of the 20 Fellows that participate in our one-year Fellowship programme. They are challenged to test and build smart solutions to social problems. Unlike a traditional Master's, the **Year Here Fellowship** is immersive and action-oriented. Diverse and multidisciplinary cohorts of Fellows learn at the frontline of inequality – in care homes, homeless hostels and schools across London – where they listen to and learn from those on the sharp edge of inequality.

Throughout the year, they are taught Year Here's social innovation curriculum by leading founders, policy-makers and impact investors. And by the end of the year, many launch some of the most promising social startups in the UK. With no course fees and a unique, real-world pedagogy, the Fellowship is a reimagination of higher education.

Our new **Year Here Incubator** supports those emerging businesses with seed investment, business expertise, market access and office space. The Incubator will focus on backing scalable ventures with viable business models and rigorous impact strategies.

We're also launching the **Year Here Foundation**, a new charity aiming to widen access to social entrepreneurship through the provision of financial bursaries and other practical support to high-potential entrepreneurs from low income backgrounds.



Our philosophy

We live in a society facing tough social problems – from the isolation of older people to stubbornly persistent social inequalities. These challenges are often highly complex and the solutions seem elusive.

We believe that the answer starts with people.

We connect Year Here Fellows with opportunities to build an understanding of how social problems are experienced by people on the ground. Helping them to build on this insight, our faculty and partners inspire them to lead courageous approaches to change.

As well as driving long-term change through better leadership, we aim for serious impact in the here and now. Year Here brings manpower and innovation to critical public and social services, directly affecting the lives of some of the most marginalised people in London. For example, Year Here's Fellows have collectively volunteered 160,000 hours in frontline services – including homeless shelters, care leavers' services and pupil referral units.

“Year Here taps into the longings of most people to make a difference not just somewhere in the world, but in the place that they know best and where they'll continue to live.

Most of all, Year Here enables the vague confused desire to improve society and makes it tangible and practical. It makes doing good a real possibility.”

Alain de Botton
Philosopher and co-founder of *The School of Life*

ENTREPRENEURSHIP CAN BE THIS GENERATION'S BEST SHOT AT IMPACT

The state and the market have failed to tackle systemic inequality and the social problems associated with it. When politics fails us, when some of the biggest protests of our lifetimes don't result in the change we hope for and when the charitable business model falls short, we have to find new ways to tackle complex problems. New tech, smarter use of data and enterprising business models might all be part of the solution.

We believe entrepreneurship offers young leaders an opportunity to act quickly without the constraints that come with working in large

institutions – even if that means starting small. We believe in the power of social business as a force for good, and the freedom from charitable donations that enables social entrepreneurs to focus on impact and growth.

And while entrepreneurship is a high-risk career path to choose, with no guarantee of success, it can be a profoundly developmental experience for the entrepreneur, preparing them for their next big social project.

SOLVING SOCIAL PROBLEMS STARTS WITH UNDERSTANDING THEM

We believe that progressive change comes from the insight gained when working one-to-one with people – not for them. It's only when you spend time in a homelessness hostel, a community centre or a pupil referral unit that you really get to grips with the architecture of a problem and the lived experience of those who find themselves in difficulty.

Whether it's the cruelty of benefit traps for people living in temporary housing or the difficult experience of visiting an elderly parent in a care home, understanding and feeling these experiences is a critical first step for anyone moved to try their hand at leading social change. We believe that this human-level insight is an essential foundation for social change.

LEARNING IS MOST POWERFUL OUTSIDE THE CLASSROOM – AND LED BY PRACTITIONERS

Many traditional higher educational experiences take a didactic approach. But we think that the most powerful learning experiences happen in the real world, not in a lecture hall or seminar room. We set real-world briefs that challenge the Fellows, encouraging them to design in collaboration with others and 'fail fast' in their pursuit of great solutions.

Our faculty are not academics. They are practitioners who run businesses, design policy and work directly with communities. We think this keeps the course cutting-edge and gives Fellows access to a relevant and powerful network.

Our Fellows take responsibility for their own learning – and we take responsibility for creating the best conditions for that learning to happen.

How it works

The Fellowship

The Fellowship runs twice per year, kicking off in February and September. It consists of three core phases:

- | | | |
|---|--|---|
| <p>1.</p> <p>FRONTLINE</p> <p>A five-month frontline placement where Fellows lead an innovation project in a service like a care home or homeless hostel.</p> | <p>2.</p> <p>CONSULTING</p> <p>A two-month consulting project where Fellows work in teams responding to innovation briefs from national charity or local government clients.</p> | <p>3.</p> <p>VENTURE</p> <p>A two-month venture lab where Fellows are challenged to come up with and prototype their own social venture idea.</p> |
|---|--|---|

An optional two-month incubator programme is available for Fellows that are pursuing their social venture immediately after graduation.

PROGRAMME TIMELINE



The Fellows

Our Fellows join us from diverse backgrounds; they include designers, engineers, consultants and activists. With an average age of 29, 34% of our Fellows are people of colour², 20% are LGBTQ+ and 13.5%³ were eligible for free school meals as children.

“Year Here is unconventional as it has no lecture halls, no teachers and no fee – because Fellows create value for external institutions who cover the costs of the programme.”

Sir Geoff Mulgan
Professor of Social Innovation, University College London

² vs 20% nationally for 25-29 year olds.

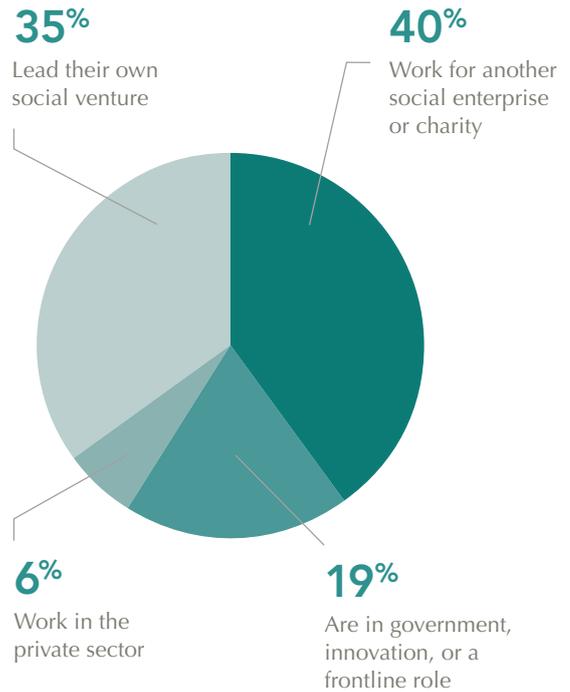
³ vs 13.6% nationally.

After Year Here

Since graduating from the programme, our Fellows have been named among The Observer's 50 New Radicals, Forbes 30 social entrepreneurs under 30, Ashoka Changemakers, and the Mayor of London's London Leaders. 12 have won Women in Social Enterprise Awards and six have won a Shackleton Award.

35% of our alumni lead their own social enterprise, 40% work for another social startup, and the remainder work in government, innovation, frontline delivery or private sector roles.

Between them they've given 4 TEDx talks on elderly isolation, vulnerability, the migrant crisis and feminist fashion; written in The Guardian, Vogue, iD and the Huffington Post; and been featured on BBC News, ITV News and London Live.



CASE STUDY:

Josh Babarinde OBE

Josh joined Year Here in 2015. After a placement working with young people involved in gangs in East London, Josh founded Cracked It, a smartphone repair business that gave young people an entrepreneurial route away from crime. He was awarded the Social Enterprise of the Year by the Centre for Social Justice (2018) and the Evening Standard (2019). He is also a trustee of the Shackleton Foundation and The Funding Network.

Outside of social entrepreneurship, he became a founding convenor of More United and stood for parliament in Bethnal Green and Bow.

In the Queen's Birthday Honours 2020, Josh was awarded an OBE for his services to criminal justice, social enterprise and the economy.

Our Ventures

To date, we've produced 39 social ventures, each with a new angle on a tricky problem.

Formed and finessed during Year Here, our ventures were designed on the basis of insights our Fellows gained during the course – and developed in partnership with the people they are intended to help.

Backed by UnLtd, the Esmée Fairbairn Foundation and Bethnal Green Ventures, our Fellows' social businesses have been recognised with four Forbes 30 Under 30 listings, the Next Billion EdTech prize, the Teach First Innovation Award and two Social Enterprise of the Year Awards.

They include:

Fat Macy's



Training homeless Londoners to cater events, with profits going into a savings scheme helping them raise a deposit for their first flat.

Pocket Power



A free phone service that helps people on lower incomes apply for discounts and switch to cheaper providers for their household bills.

Appt



A tech platform using behavioural economics to help patients manage their long-term conditions – and GPs to hit their NHS targets.

The Foundation

We recognise that a year on a low income can be difficult to manage. We offer bursaries and discounted accommodation to Fellows who would otherwise struggle to take part. The vehicle for our widening access work is the Year Here Foundation.

To date we offer bursaries of £5,000 to a small number of Year Here Fellows each year, raised from philanthropists and community fundraising. We also have a partnership with Dot Dot Dot, a property guardianship social enterprise, through which we offer affordable housing. Finally, we have partnerships with companies offering flexible work to enable Fellows to generate income outside of core Fellowship hours.

Launching the foundation is a step towards radically expanding access to the Fellowship, and to social entrepreneurship more broadly.

“Year Here provides an ambitious, rigorous and prestigious route into social change organisations here in the UK. This is exactly the kind of learning experience that society needs graduates to have so that they can build socially-responsible careers.”

Dame Mary Marsh
Chief Executive, NSPCC (2000-2008)

History



FEBRUARY

Our founder Jack wins The Evening Standard's Ideas for London competition

2012

2013

SEPTEMBER

Year Here named as one of Nesta and The Observer's 50 New Radicals

2014



JANUARY

First Year Here bursaries offered

2015

JUNE

Year Here wins UnLtd's Big Venture Challenge and secures investment from the Centre for Innovation in Voluntary Action.



2016

2017



JULY

100th Fellow graduates from Year Here

2018



AUGUST

Formed partnership with RSA and moved into RSA House

2020

2021



MARCH

Launched inaugural Year Here programme at No 10 Downing St



DECEMBER

Settle, Birdsong and Curiosity Club are the first ventures to emerge from the Year Here fold



JUNE

Raised £51,269 for startup social ventures at our third Crowdfunder event.



JUNE

Put down roots at the Year Here Studio in London Fields



JUNE

Year Here Foundation registered with the Charity Commission



About the role

Year Here is at an exciting and critical time in its evolution and development. With new leadership, a number of new team members, a transition to a different shared working environment at The RSA and the delivery of an improved social venture incubator this Autumn. We have a strong financial runway and a highly refined Fellowship programme that receives excellent feedback from Fellows and partners alike.

The new CEO and board has identified the requirement to bring in senior leadership to focus on critical aspects of the business, including operations and finance, to enable the business to deliver on its emerging strategy and ambitions. We are looking for the right person to join us to help establish strong foundations on which we will build our future growth.

The purpose of the role is to work closely with the CEO to progress and refine the emerging strategy, ensure the effective execution of the strategy and to oversee the day-to-day business and operational functions of the organisation.

The COO will work closely with the CEO, with the COO focusing on operational delivery and the CEO focusing on market facing elements to create an effective and balanced senior leadership partnership.

We are looking for someone who can think strategically as well as deliver operationally. A collaborative leader with high emotional intelligence. As Year Here is a small, growing business, the COO will need to be comfortable working across a number of workstreams and quickly juggling priorities to keep us agile and dynamic.

We envision this being a role for a seasoned leader with an entrepreneurial mindset, deep insights or lived experience in social issues and experience in operations finance and HR. If you are not a specialist in all the areas of the role we would still like to hear from you as we place high priority on positive can do attitude, and developing a person's potential.

The right person for this role will be an energised and positive team player who is able to engage and collaborate with others, to work to specific goals to 'get things done', as well as to design and deliver initiatives which bring long-term benefits.

COO OBJECTIVES:

- To work closely with the CEO, and alongside the Year Here Board, to design the near and future business strategy to enable Year Here to be a thriving, sustainable, impactful business.
- To ensure Year Here operations support the effective, healthy, sustainable and quality delivery of our offer.
- To manage Year Here finances to build a strong financial foundation for the business.

RELATIONSHIPS

- Line manager CEO
- Managing Head of Operations
- You will engage with and report to the Year Here Board
- Commissioning and overseeing outsourced business support and operations including Accountants, legal support etc.
- Development of key partner and funder relationships

Qualities

YOU'RE PASSIONATE ABOUT SOCIAL IMPACT

Whether it's through your career or voluntary endeavours, you can demonstrate a long-standing passion for social change, and articulate what excites you about this field.

YOU'RE ENTREPRENEURIAL

You'll be used to taking risks and achieving a lot with a little. Throughout your career you've taught yourself skills and got to grips with new areas of work without waiting for guidance or to be taught.

YOU'RE A TEAM PLAYER

You are great to work with. Your instinct is to create a high-performing, productive culture in any team you work. You thrive in a collaborative leadership environment.

YOU'RE A SHREWD RELATIONSHIP BUILDER

You read situations quickly and make the right call in your interpersonal interactions. Over the course of your career, you have accrued a multidisciplinary network.

YOU BELIEVE IN THE POWER OF ENTREPRENEURSHIP

Like us, you think that social business can be a force for good. While respecting the role of government, charity, community development and activism, you're excited by the potential of social enterprise.

YOU'RE COMMITTED TO DISMANTLING SYSTEMIC OPPRESSION

You are a champion for diversity, equality and inclusion and you have a track record of taking practical action towards building more inclusive organisations and systems.

YOU WORK WITH A SENSE OF PURPOSE IN PURSUIT OF A BIG VISION

You are ambitious about building a thriving, sustainable, impactful and inclusive business.

Responsibilities

Strategy

- Working with the CEO, senior team and board to contribute to and refine the emerging strategy and develop plans to execute.
- Develop a tracking system to measure and manage key performance indicators.

Delivery

- To ensure Year Here has the operational systems and processes in place to enable effective delivery across the business.
- To establish a resourcing approach to enable consistent delivery and support sustainable team working.

People and culture

- Work closely with the CEO to establish the people strategy and structure to align with the emerging business strategy.
- To ensure the working environment and culture enables teams to deliver effectively.
- To ensure our ways of working, practices, rituals and rhythms are supporting collaborative, effective, sustainable and enjoyable delivery of our aims and mission.
- To ensure we have modern, efficient, enabling and inclusive HR systems in place to support our team to deliver and thrive.
- To ensure that the recruitment, management, training and development of our team is inclusive, develops talent, supports wellbeing, and reflects good employment practice including maintaining compliant HR policies and procedures.
- To ensure we create an inclusive, supportive, enabling working culture.

Commercial

- To ensure our sales systems and processes are effectively contributing to delivering against our targets.
- To ensure that Year Here has the required marketing strategy, digital infrastructure and systems in place to retain our market leading position and continue to attract the highly talented, diverse, and passionate Fellows we are known for.
- Ideally, to contribute to fundraising targets and activities through partnership relationship development, contributing to bid management and other activities.

Governance and impact

- To contribute to the preparation of board papers and attend the Year Here quarterly board meetings.
- To lead and manage our impact reporting systems and processes and integrate these across our team and business units.

Finance

- To manage the development of future financial strategy.
- To direct and manage Year Here accountants.
- To oversee both Year Here Ltd and Year Here Foundation financial accounts.
- To work closely with our Head of Operations to:
 - Manage the budget and financial reporting.
 - Direct and support Year Here Heads to manage their business unit budgets.

Salary and terms

- We believe in supporting people to work in a way that enables them to do their best work and so are very flexible about how the objectives of this role are fulfilled.
- We are open to a senior, experienced person fulfilling this role part time over 3–4 days a week.
- We are open to a less experienced, ambitious person with significant potential to take this on as a stretch-role full time.
- Salary: £60–£65k, depending on experience.

Other benefits

- A strong commitment to personal and professional development, with a personal £500 annual training budget;
- A beautiful central London office based within RSA House;
- Up to 3% contribution to your pension;
- Cycle to work scheme
- 25 days' paid annual leave per year, plus all bank holidays off.

How to apply

Send your application to Esther Gill at esther@esthergillsearch.com with the subject line “[Your Name] / COO Application” and:

Your CV

And a 1-page (maximum) cover note telling us about yourself and why you want this role. We value the insights that lived experience can provide for a senior leader and encourage applicants (if comfortable) to highlight their experiences in support of their application.

- Read more about how we value [lived experience leadership](#).
- Read more about [our work](#) to build equity, diversity and inclusion into everything we do.
- [Equity, Diversity and Inclusion](#): tales from the road and a call for travel companions

The closing date for the role is midnight on Nov 1st 2021 however, we are running a rolling application process so we encourage you to submit applications ahead of this deadline.

The recruitment process will likely be three stages comprising an initial interview, an opportunity to meet some of the team and make a presentation and a longer interview with board members. We are aiming to make an offer before Xmas.

We are committed to not discriminate on grounds of gender, marital status, ethnic origin, nationality, national origin, disability, sexual orientation, mental health, religion, age or any identifying characteristic. We are passionate about [our team](#) representing the diversity of our partnerships and greater London, and strongly encourage applications from Women & non-binary people, Ethnic Minorities, Disabled, and LGBTQI+ communities. Lastly, we encourage applicants from non-traditional educational backgrounds and those who have spent criminal convictions.

We offer the following adjustments for our recruitment process and welcome requests for further adjustments:

- Time extension on interviews.
- Video submission as an alternative to written submissions
- Provision of interview questions before the interview
- Closed captioning on video calls offered through Google Meet
- A pre-application or pre-interview consultation with our Equity Lead to discuss our equity work, your application and identify any adjustments necessary.

If you have any queries about the appointment process please contact Esther Gill at esther@esthergillsearch.com.