



Director

Candidate brief [▶](#)

February 2024



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Welcome

Motivate and lead – these twin objectives are hard-wired into our DNA and history as an organisation.

Marcus Lipton Community Youth Centre was initially named after a local Labour MP and was formerly a London Borough of Lambeth Youth Centre. Out of these origins ML Community Enterprise (MLCE) emerged as the first staff mutual in the Borough with a reputation for innovation in tackling some of the most intractable life challenges faced by young people bearing the brunt of racial and social inequity.

Like many of the young people and members of the local community MLCE serves, we have experienced tragedy as an organisation. You don't need me to tell you the impact that this will have had for us as an organisation and throughout our local community. If you are not already aware of the tragic events of 21st February 2019, you will learn of them as you read on. Like the young people and wider community we support in the Brixton and Myatts Field area, we have demonstrated the resilience necessary to come back stronger and be that beacon of hope for a future to have confidence in.

As our new Director, you will be joining us a time when we have achieved great success in being recognised as a pioneering provider of therapeutic personal development interventions that can spark a new trajectory for young people who have experienced chaos in their lives and who are most at risk of harm in all its forms.





Our work has attracted interest and attention far beyond the boundaries of Brixton, Myatts Field and the London Borough of Lambeth. We are being recognised across London and in other major cities in the UK where the impact of social and racial inequity is felt the hardest.

I hope you are inspired to want to join us on our journey to bring hope to young people and wider communities and self-belief in their potential to thrive.

Ken Robinson

Chair



About MLCE

We strive to be a beacon of hope and success; offering young people, their families and wider communities opportunities to reach their potential across health, wellbeing, learning and employment.

We motivate and lead our young people and adults to realise their own potential as leaders and change-makers, driven by purpose and values.

Strengthening communities

We exist to improve the lives of young people and communities who experience disadvantage, working to create a sense of pride, inspiration, ownership and belonging, alongside life-long learning opportunities.

Building brighter futures

Across well-being, employment skills, music, sports and more, we promote participation, inclusion and demonstrate the value and potential of our communities. We tackle the underlying causes of social exclusion, crime and risk taking behaviour. Our work is rooted in trauma informed and culturally appropriate practices.



What we do

ML Community Enterprise (MLCE) is Lambeth's first ever staff mutual, and each year we support around 400 young people with free open access services and outcomes focused projects.

We provide counselling and therapeutic work, community development opportunities and help support young people into a variety of developmental opportunities beyond the Marcus Lipton centre, including employment.

We largely work with young people from local communities, including those not in employment, education or training, young offenders, at-risk and risk-taking young people aged 12 to 19 years (and up to 25 with special needs). We also support those active in gangs to exit gang culture.

We encourage participation from all young people including those with disabilities, active in gangs, LGBT, at risk of perpetrating/experiencing other crime, those in the criminal justice system, and those with Mental Health or Special Education Needs.





Recognition – Ecosystem Coldharbour

With our growing reputation and profile, we have increasingly become recognised for the effectiveness of our community engagement and our therapeutic intervention model and this has brought us opportunities to increase our reach and impact.

A prime example of this is the Ecosystem Coldharbour, which covers Angell Town, Loughborough, Moorlands and Central Brixton. It brings together five well-respected community organisations experienced in working with the community to deliver positive initiatives, including around violence reduction.

The Consortium is funded by the London Mayor's Violence Reduction Unit – My Ends Programme, which provides support for neighbourhoods that are experiencing high levels of violence and adverse experiences for young people.



Outcomes

The outcomes we work towards include:

**Improved employment
Readiness (skills
and attributes
that bring a
person closer
to the labour
market)**

**Improved
mental health
and wellbeing**

**Increased
emotional
and social
capabilities**

**Improved peer,
social and
professional
relationships**

**Improved
confidence
to access
support,
opportunities
and in self-
advocacy**

**More young
people overcome
economical and
behavioural
barriers to
music making**

**Increased
participation
in sports and
enriching
activities**

**Reduced risk
taking behaviour,
offending
and conflict in
the local area**

**Increased
pathways
to positive
opportunities**



How we work – racial equity

Working through the ‘lens of racial justice’ (as defined by the Philanthropic Initiative for Racial Equity), our commitment spans:

Understanding and acknowledging racial history:

Through exploratory learning programmes, mentoring and therapeutic work, we explore with our beneficiaries their histories (including racial injustice) and those of local and wider Black and Minority Ethnicity (BAME) communities.

Creating a shared affirmative vision of a fair and inclusive

society: We work to reduce the opportunities gap and systemic racism evident through society. We focus on partnership working with diverse stakeholders to help young people and their families navigate racial inequalities and access meaningful opportunities.

Focus exclusively on building civic, cultural and political power by those most impacted:

We focus on empowering the most marginalised young people and families by building strong peer, role model and support networks and creating meaningful development opportunities. Our partnerships offer progression routes, cultivate community cohesion and civic participation.

Emphasizes transformative solutions that impact multiple

systems: We build power through individual and community transformation and resilience building, together with strong partnership work across statutory, community and corporate sectors; through which skills, voice amplification and change can be exercised.



Overcoming tragedy

Sadly, the young people we exist to support and our wider community are very often no strangers to tragedy and neither are we as an organisation.

If you don't already know of our tragic loss, and if you are contemplating an application to become our Director, you will quickly discover what happened on 21st February 2019 when Glendon Spence, just 23 years old, lost his life to knife crime at our centre.

There was extensive press coverage at the time, which is still in the public domain. If you were to read just one article, however, we would recommend "[The youth centre battling back after the shock of a tragic stabbing](#)", which appeared in Guardian a year after the event and records our journey back, along with that of our wider community, and "a growing sense of hope".

Further information

Visit our [website](#) for further information.





Context for the appointment

For the past four years, we have operated a successful Co-CEO arrangement but this is coming to an end in July this year when Margaret Pierre is stepping down.

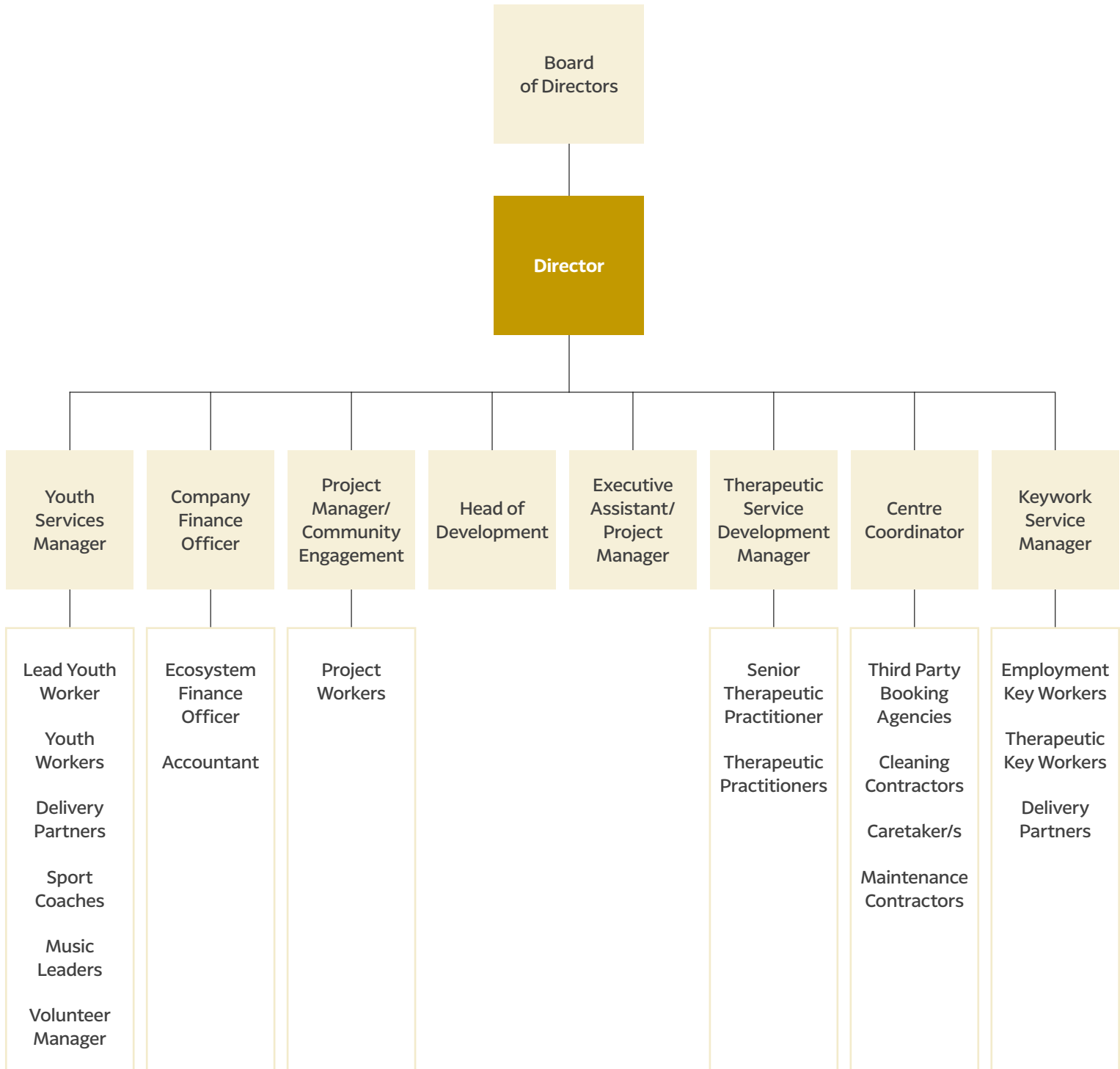
The Board have used the opportunity to review the current structure within the context of the future needs of the organisation and the desire of our inspirational Founder, Ira Campbell, to assume a more ambassadorial role, which will allow us to continue to be able to draw upon his reputation and expertise.

The role of Director is, therefore, a newly established one. Overtime it will take on greater and greater responsibility for the leadership of MLCE as a thriving business with influence far beyond our immediate catchment area. Brixton will, however, always be our heartland and roots.

Initially the Director will have the opportunity of working alongside Ira and the Board to help MLCE to realise the potential of the exciting opportunities that exist for us to be the lead partner in consortium bids and to take our therapeutic model of personal development interventions to a much wider geography.



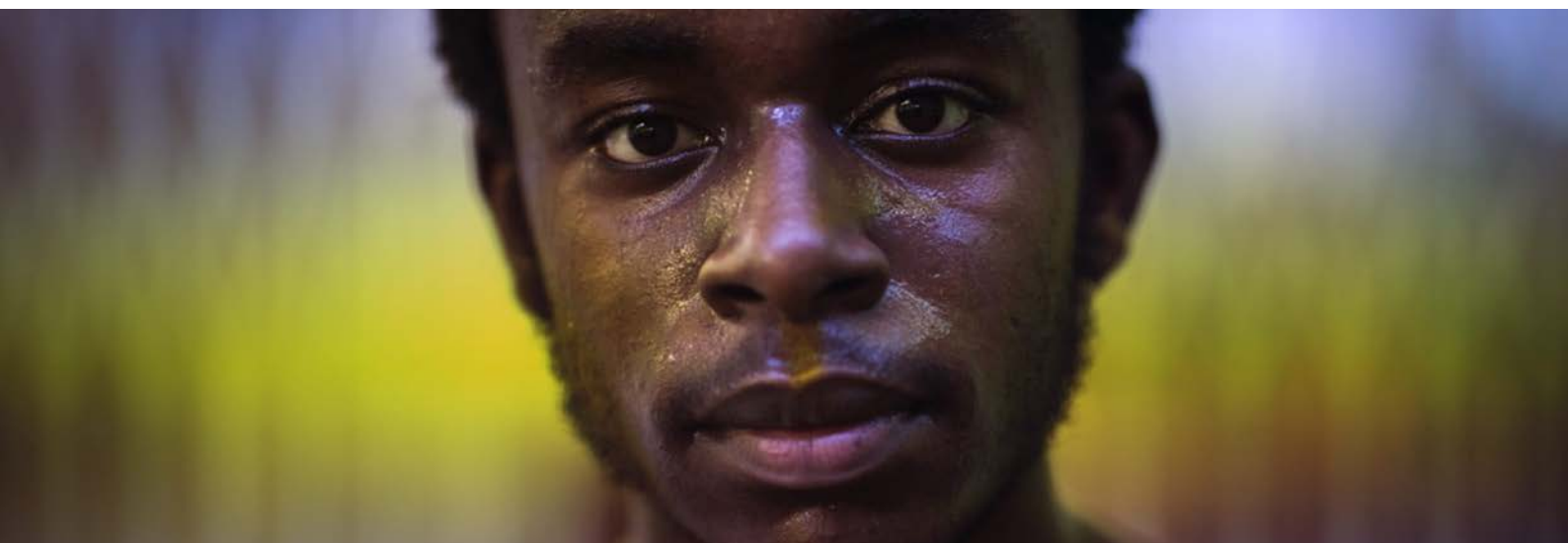
Organisational chart – July 2024





Job description

Job title	Director
Salary	£54,500 – £62,500
Hours	37.5 hours Monday – Friday
Location	Marcus Lipton Centre, Minet Road, Brixton, London SW9 7UH
Contract	Full-time, permanent
Reports to	Chair of the Board





Role purpose

In collaboration with the Founder and Board of Directors, to provide the operational leadership that ensures that MLCE is efficient, legally compliant and positioned as a provider of choice that delivers co-produced services to young people and the local communities to overcome the impact of racial and social inequity in pursuit of achieving their potential and building a future they can have confidence in.

Key internal contacts

- Board of Directors
- Founder
- Managers, staff, sub-contractors and volunteers

Key external contacts

- Young people
- Community leaders
- Local and national public policy makers
- Statutory services
- Strategic and funding partners
- Commissioners
- Regulatory bodies, e.g. Companies House
- Suppliers, e.g. outsourced service organisations such as IT, HR

Financial dimensions

- Responsible for the overall income and expenditure budget



Key areas of responsibility

1. Strategic development

In collaboration with and Founder and the Board, to evolve the delivery of the strategic mission and business model of MLCE and in a genuine engagement of young people, the local community and other relevant stakeholders, e.g. partner organisations, funders.

- Leading the implementation of the strategy, including reviewing progress against the plan and set appropriate targets;
- Overseeing the daily business and administrative processes and directing the ongoing organisational change programme including systems development;
- Having overall responsibility for the annual business planning process, budgeting, forecasting and income generation targets;
- Define and secure the resources (human, material and financial) needed to achieve the agreed strategic and operational objectives;



- Keeping abreast of trends and developments in the funding and provision of community based services both locally and nationally to protect the long-term future of MLCE and with the Board and the Founder to seek out opportunities to expand and promote the role of the organisation.

2. Operational service delivery

To oversee and support managers in the continual evolution of the personal development intervention service delivery models and monitoring the performance of the services delivered by MLCE that are developed in genuine co-production with young people and the community, funders and partners.

- Overseeing the translation of strategic objectives into achievable operational plans and individual work programmes;
- Ensuring services are operated effectively, efficiently and in compliance with legal obligations, safeguarding, inspection regime requirements and best practice standards;
- Supporting the trialling and develop new services and delivery models in response to changing needs and opportunity in the local area and service economy;
- With managers, ensuring MLCE can demonstrate to all stakeholders the effectiveness of the services provided and the impact of its work;
- Ensuring services have an appropriate business case and that it is adequately planned and resourced.

3. Business development and marketing

With the Board and Founder to develop the propositions to funders and the consultancy business model that will facilitate the roll-out of the success of MLCE service delivery models across London and beyond.

- With the Board and the Founder, evolving the income generation strategies to secure a sustainable mix of commissioned, voluntary and purchased income streams;



- Developing and building effective relationships with partners, supporters, funders and potential purchasers to maximise opportunities for income generation, including consortium enterprises;
- Leading on and overseeing the production of funding bids and consultancy propositions in collaboration with the Founder and managers;
- Overseeing the production of marketing and profile raising materials in support of income generation;
- Supporting MLCE's policy and advocacy activities and representing the organisation in the local and national networks and media where it needs to be visible and have its voice heard.

4. Governance

To ensure that the Board of Directors delivers on their legal duties and that MLCE operates in compliance with relevant legislation and statutory reporting requirements.

- Making decisions within the authority delegated by the Board, taking account of legal duties;



- Attending Board meetings and reporting on agreed objectives and any variance;
- Responsibility for ensuring standard financial and operational management practices and processes are effective in supporting the day-to-day operation of MLCE, e.g. budget management; project planning; staff management; performance management; risk and mitigation; safeguarding;
- Overseeing the preparation of the Annual Accounts and statutory returns;
- Ensuring appropriate measures and systems are robust in the collection and storage of personal data and that internal CRM measures are in place;
- Ensure that robust workplace and safeguarding policies, procedures, systems and processes are in place and that they are being implemented.

5. People management

Along with the Founder and the Board, provide visible leadership to all staff and volunteers, champion the professional integrity of MLCE and its values.

- Report to the Board on the future workforce development requirements and the investment requirements in line with MLCE's ambitions for growth;
- Lead, manage and support the senior management team to maximise their personal contributions;
- Provide clear vision and direction for staff about their role, objectives and how each individual contributes to vision and mission;
- Co-ordinate the staff appraisal programme and ensure clear and effective staff development plans are in place.



Person specification

Essential experience

- Senior-level strategic management responsibility for a mission driven, not-for-profit organisation or social enterprise delivering services and interventions to support and empower vulnerable and disadvantaged young people and communities;
- Lead responsibility for, or substantial involvement in, income generation from organisational funders, e.g. commissioners, trusts, foundations;
- Experience of leading organisational change programmes;
- Responsibility for managing standard financial and operational management practices and processes, e.g. project planning; staff management; performance management; managing financial information; risk and mitigation; safeguarding;
- Operating in compliance with legislation and reporting within standard performance management frameworks.

Desirable experience

- Experience of working within a context of genuine and effective co-production of services delivered at a local level with the engagement of young people and communities;
- Experience of the development and delivery of therapeutic interventions to promote personal well-being and growth;
- Experience of growing and developing SME enterprises utilising a mix of commissioned and commercial income streams.



Skills and abilities

- Empathy and social skills in order to build effective relationships based on mutual respect and trust, especially with young and older people who experience the reality of racial and social inequity;
- Relationship development and management skills to develop mutually beneficial partnerships with funders, decision makers in strategic partner organisations;
- Leadership and people-management ability that inspires and motivates others to excel;
- Effective negotiating, influencing and persuasion skills at the highest level;
- Planning and organising skills in order to produce operational plans, manage projects and establish appropriate organisational business processes;
- Effective communication and presentation skills including the ability to present in public with conviction;
- Effective team-working and collaboration skills;
- Financial and business acumen – assessing opportunities and applying resources effectively;
- Ability to co-produce innovative and apply new solutions.

Special conditions

- Willingness to undertake work outside normal office hours and to travel as required within Lambeth and further afield;
- Undertake other duties as may be required from time to time.



How to apply

For an informal conversation about the role, please contact our recruitment partner, NFP Consulting:

Carroll Lloyd Director | NFP Consulting
07765 001 033 carroll.lloyd@nfpconsulting.co.uk



Apply online at www.nfpconsulting.co.uk/mlce

Application is by way of CV and a Supporting Statement, which should outline your motivations for wanting to be our Director and set out your credentials.

Closing date: Tuesday 2nd April

There is a two-stage selection process

First interviews: week beginning 8th April

The first round will be conducted via video by NFP Consulting.

Second interviews: week beginning 15th April

The final stage will involve a panel interview conducted by the board of directors along with the opportunity for candidates to see the centre and meet a selection of stakeholders.

Accessibility

Please let us know if you have any special requirements which we might need to consider in relation to the selection process. Any requests will not affect the decision making itself.

Please let us know if you would like to receive this information in a different format.