

The Cohesion and Integration Network (COIN)

A multi agency response to cohesion.

Candidate Pack

Chief Executive of the Cohesion & Integration Network (COIN)

Deadline for applications: 10am on 15 October 2018

September 2018

Interim Website: <http://www.cohesionintegration.org>

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Meeting the Challenge

There has never been a better time – nor a greater need – to bring people together and to develop and build best practice on cohesion and integration.

Report after report has highlighted the growing sense of fear and division in many areas and the need to promote better relationships within and between communities. Despite the agreement across political lines that cohesion and integration needs to be improved, many sections of our society remain isolated and divided, particularly by ethnicity and faith.

Recent debates have also revealed the alarming ease by which intolerant and extreme views can gain ground. All political parties now accept the need for action that brings communities together, tackles racism and hate crime, and reduces the lure of Far Right and religious extremism. There also seems a willingness to consider new and better approaches, but, in practical terms, there are no mechanisms in place to identify what projects are already taking place, the resources employed, the agencies involved, how effective they are, let alone what can be considered to be good practice. Our new Network can fulfil this vital role.

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Recruiting Our First Chief Executive

We are seeking our first Chief Executive to spearhead this exciting new organisation. You will set up the Network, establish the charity and lead the implementation of its strategy. Although based in the City of Manchester, you will be working with policy makers and practitioners throughout the UK and internationally. Your work with others will aim to build the capacity and confidence of all personnel and organisations working to improve cohesion and integration, including supporting the development of a founding Board and creating and building a new team for COIN.

This exciting opportunity for the new Chief Executive is to create a leading brand and a champion of change, demonstrating that community tensions can be reduced and that a positive programme that encourages integration and cohesion can succeed, even in the most difficult times.

We have already begun to build support, especially from the Ministry for Housing, Communities & Local Government who have publicly backed COIN. However, we need new voices from the private and public sectors to provide innovation, commitment and challenge, to tackle some of the most deep-seated concerns. The new Chief Executive will lead our relationship building and stakeholder management to create an effective Network.

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Message from the Board

Thank you for your interest in the role of Chief Executive for the Cohesion and Integration Network.

We aim for COIN to bring organisations and individuals from across all of the cohesion sectors together - to share their ideas, knowledge and experience to work more effectively. We hope you are interested in exploring this opportunity and taking on this challenge.

Our aim is for the first time via our national Network, the thousands of individuals and organisations involved in this vital work will have access to guidance and resources – from the theory of integration to the practice of measuring cohesion and ‘what works’.

As a founding Board we have secured national government backing and early stage funding, and are establishing COIN as a registered charity to ensure COIN begins its life in a positive position. From here you will lead our Network’s stakeholder engagement and fundraising activities, securing members of the Network, partners and funders to further develop our work.

As our new Chief Executive you will be working alongside experts, policy makers and practitioners from across the UK and sharing ideas and good practice internationally. You will lead and oversee many development opportunities and build an online resource pack of tools and guides for our growing group of members.

Ultimately, you will act as an ambassador for COIN, establishing and leading the organisation to develop a new era of professional practice to build the confidence and capacity to deliver the ambition of a more integrated and less divided society.

We look forward to receiving your application.

Founding Board Members:

- **Shalni Arora, Savannah Wisdom Foundation**
- **Ted Cattle, iCoCo Foundation (Chair)**
- **Michelle Lawrence, Link Up (UK)**
- **Robin Tuddenham, Calderdale Council**

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JOB DESCRIPTION & PERSON SPECIFICATION

Role Specifics

Salary: Circa £60,000 a year

Contract: Full Time Permanent

Location: The role will be based in the city centre of Manchester, though with regular travel, as required, across the UK, including London.

Reporting to: The Board of Trustees

Direct Reports: Employees to be recruited in line with COIN's budget and strategy

Delivering COIN's Vision

The Chief Executive will lead and oversee the delivery of the Network's Vision:

- To advocate on behalf of integration and cohesion interventions, supported by credible evidence, tools and good practice techniques and examples;
- To provide a professional network for both individuals and agencies involved in cohesion, integration and intercultural activities, including local government, police, education, other public services and a wide range of agencies in the voluntary and charitable sector;
- To facilitate the sharing of ideas and good practice, maintaining a library of resources which are publicly accessible;
- To develop guidance for local integration plans (or other area approaches) and other recognised interventions: needs based research; monitoring and evaluation of implementation of all cohesion, integration and intercultural programmes;
- To offer training and development to network members as well as others;
- To build a professional discipline, partnering with a university(ies), to provide accredited courses, through to PhD level;
- To provide or broker, consultancy and support to those commissioning projects;
- To facilitate the commissioning of research contracts;
- To provide a space for reflection and learning;
- The new Network will need to work with a wide range of agencies and across many different disciplines, in the voluntary, statutory and business sectors, building the skills and competences of all those engaged in this work and creating organisational capability.

JOB DESCRIPTION

Main Purpose of the Role

The Chief Executive:

- Is accountable to the Board of Trustees for the overall strategic management, leadership and development of COIN, and achievement of the organisation's strategic objectives;
- Will maintain strong and effective working relationships with the full range of the organisation's stakeholders to ensure the best possible outcomes for a multi agency response to cohesion across the UK;
- Will ensure COIN has excellent influence and a high profile and use these for maximum benefit for a multi agency response to cohesion locally, regionally, nationally and internationally;
- Will secure and develop funding opportunities to ensure COIN has the resources required to fulfil its mission and vision;
- Will oversee the management of the team and organisational systems to ensure excellent efficiency and effectiveness;
- Will ensure that the registered charity is well administered and meets its governance, legal and regulatory responsibilities.

Strategic Development & Delivery

- Work with the Board to ensure a clear vision and strategy for the set-up and future of COIN;
- Be responsible to the Board for the implementation of the strategic plan;
- Be responsible to the Board for the overall finances and sustainability of COIN.

Governance

- Present and report to the Board of Trustees on COIN's progress and on all matters relating to the discharge of its responsibilities;
- Share proposals on the implementation of the agreed strategy with the Board;
- Support the Board in its development, including recruitment of new Board members to the founding Board;
- Support the Board in ensuring the continued engagement/involvement of all members of the Board and in the process of Board self-assessment and Board development;
- Ensure the organisation meets its constitutional, regulatory and legal obligations, especially as a new organisation.

Organisational Management

- Develop an organisational structure and resourcing plan needed for sustainable growth and to implement COIN's strategy;
- Recruit, lead, develop and support a team of employees, ensuring COIN's organisational structure is fit for growth now and in the future;
- Recruit, oversee and review the work of consultant advisors, pro bono supporters and volunteers, as required;
- Foster a culture of innovation, providing opportunities for reflection and learning;
- Ensure compliance with all standard national policies and legal requirements, including relating to employment law and Health & Safety;
- Ensure compliance with all data regulations and protection, including GDPR.

Stakeholder Management

- Secure and maintain a growing network of supporters, including Patrons and funders;
- Secure and maintain a growing network of members of COIN, ensuring COIN provides a professional network for both individuals and agencies involved in cohesion;
- Lead COIN's policy and advocacy activities, including creating, maintaining and developing relationships with relevant Government departments and policy makers;
- Establish strong relationships with stakeholders to ensure that COIN effectively represents and supports them, including providing opportunities for reflection and learning;
- Ensure COIN is presented in an appropriate and professional manner to its stakeholders;
- Manage internal and external communications to all stakeholders, whilst safeguarding COIN's reputation.

Income Generation

- Develop income generation strategies, including unrestricted and membership income, to secure, maintain and enhance the level of funding from existing sources and develop new funding streams;
- Develop, deliver and regularly review a membership offer to a growing number of members;
- Develop and build relationships with existing and potential new funders to maximise opportunities for income generation;
- Provide direction and support to any staff, trustees, consultants and volunteers involved in income generation activities and ensure team efforts are coordinated.

Finance

- Manage finances effectively, employing good financial management and clear reporting;
- Ensure on-going financial robustness and obtain best value for money for the organisation;
- Ensure compliance and audit requirements are met in a timely and professional manner.

Marketing & Communications

- Seek opportunities to expand and promote the role of COIN across the UK;
- Create, deliver and regularly review COIN's brand and brand management;
- Create, disseminate and regularly review COIN's messaging;
- Create and regularly review COIN's website and related digital platforms;
- Represent COIN in public forums, such as speaking at conferences and attending relevant policy forums;
- Produce written material for COIN's own publications and promotional material;
- Represent COIN in the press and social media, as required;
- Ensure consistency in COIN's marketing and communications work.

The above list is indicative only and not exhaustive. The post holder is expected to carry out all such additional duties as are commensurate with the role.

PERSON SPECIFICATION

Essential	Desirable
Qualifications	
Degree or equivalent experience.	Qualification or area of study related to cohesion.
Experience	
Ability to work cooperatively with the Board of Trustees and clearly understand the respective roles of the Board.	Previous or current Company Secretary role.
Proven track record in a senior strategic leadership role.	Ability to generate new approaches, demonstrating creativity and innovation.
Experience of working with government and partners.	Proven track record in national policy lobbying and policy change.
Proven track record of securing organisational growth.	Proven track record in setting up a new organisation on a successful pathway.
Proven experience of providing strong leadership, including developing staff teams.	Proven track record in effectively establishing new team(s).
Sound knowledge of charity sector governance and financial management, including budgetary processes.	Proven track record in strong and effective financial management.
Knowledge of effective learning collaborations and sector training.	Proven track record in delivering peer exchanges, learning consortiums and/or sector training.
Sound understanding and commitment to equality, diversity and inclusion.	Proven track record in delivering positive programmes for cohesion & integration.
Strong networking skills with an ability to build excellent relationships with a wide range of stakeholders.	Ability to build successful alliances quickly.
A strong and clear communicator and public speaker who is capable of delivering messages to a variety of audiences via a variety of channels.	
Sound knowledge of income generation tools.	Proven track record in income generation and its development.
Effective management of multiple stakeholders.	Leadership of a network or membership body.
Demonstrate an ability to engage members in a Network.	
Sound knowledge of digital tools and their use.	Proven track record in creating and delivering digital platform(s) for social mission organisations.
Personal Qualities	
Passionate about improving cohesion & integration in the UK.	
Able to recognise personal strengths and development needs.	
A consultative and collegiate leader.	
Adaptable to various audiences and circumstances.	
Diplomatic and committed to transparency.	
Excellent self-presentation, drive and enthusiasm.	

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HOW TO APPLY

Submitting an Application

To apply for this position, please submit by email a comprehensive CV and a supporting statement of no more than two pages of A4. Please ensure that your application fully addresses the job description and person specification criteria.

In your application, please provide the names, positions, organisations and email & telephone contact numbers of two referees; one of whom should be your current/most recent employer. References will only be taken once your express permission has been granted.

When applying please ensure that you have provided your mobile, work and/or home telephone numbers and email address, as well as any dates when you will not be available or might have difficulty with the indicative timetable below. We would also be grateful if you could let us know if you will require any special provision as a result of any disability should you be called for interview.

The recruitment process is being led by Cathy Elliott, consultant advisor to COIN. Please submit your application by 10am on 15 October to Cathy@cohesionintegration.net

Queries & Further Information

If you have any queries on any aspect of the recruitment process, need additional information or would like to have an informal discussion, please contact Cathy Elliott at Cathy@cohesionintegration.net. For requests for informal discussions, please provide in your email a contact number and convenient times/dates to speak.

Recruitment Timetable

- Recruitment Process Launched: 17 September 2018
- Deadline for Submission of Applications: 10am on Monday 15 October 2018
- Long-Listing Process: 15 – 18 October 2018
- Short-Listing Process: 18 – 25 October 2018.
- Provisional Interview Dates: Interviews will take place in Manchester City Centre with the Board in early November. Provisional dates of the 2 and 5 November have been arranged, though will be confirmed nearer the time.

We aim to appoint a new Chief Executive by November 2018 to start with COIN ideally by December 2018/January 2019, though we can offer some flexibility for the right candidate. The successful appointment is subject to satisfactory written references and appropriate checks.

We look forward to receiving your application.

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