

Agenda

- What do we mean by operations?
- Operations in practice: case studies
 - HR process and induction for non-readers
 - HR process and induction for remote team
 - Organisational restructure
- How the Ops Box audit works and next steps

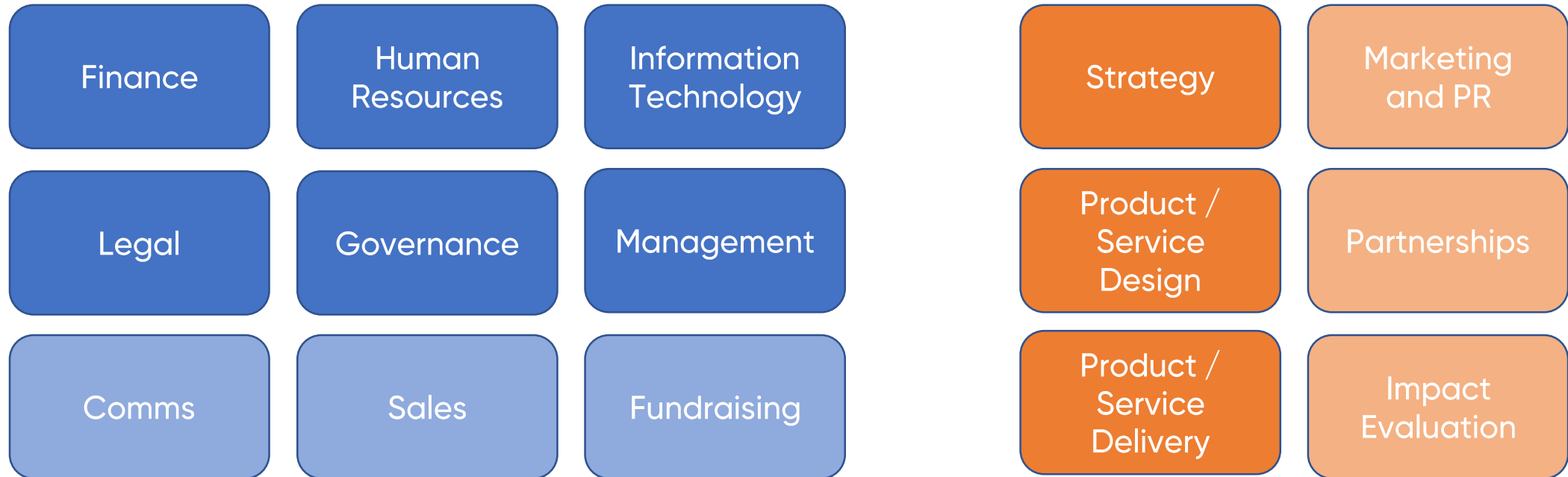
What do we mean by operations?

Operations management is the administration of business practices to create the highest level of efficiency possible within an organization. It is concerned with converting materials and labour into goods and services as efficiently as possible to maximize the profit of an organization.

The back office can be thought of as the part of a company responsible for providing all business functions related to its operations. The term "back office" originated when early companies designed their offices so that the front portion contained the associates who interact with customers, and the back portion of the office contained associates who have no interaction with customers, such as accountants.

The specific definition of operations will depend on your industry and the stage your business is in. Sometimes, improving operations means thinking strategically about your systems and processes. Other times, it means on-the-ground work to bring every aspect of a project to reality, from tiny to huge.

What do we mean by operations?



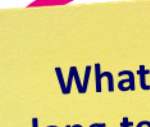
What do we mean by operations?

Finance

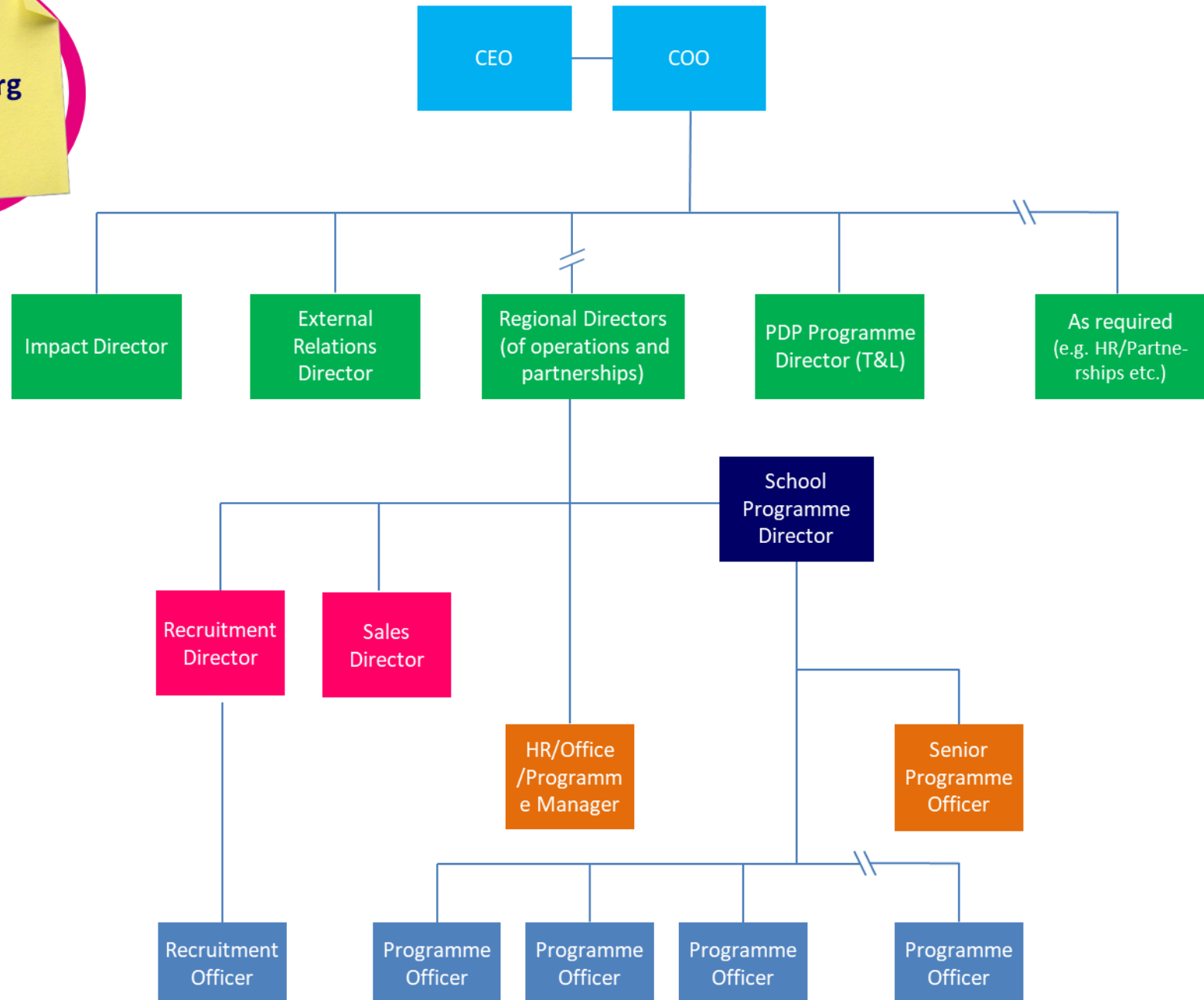
- Planning and Budgeting
- Accounting / Bookkeeping
- Financial Controls
- Management Accounts
- Financial Reporting
- Treasury
- Tax
- Insurance

HR

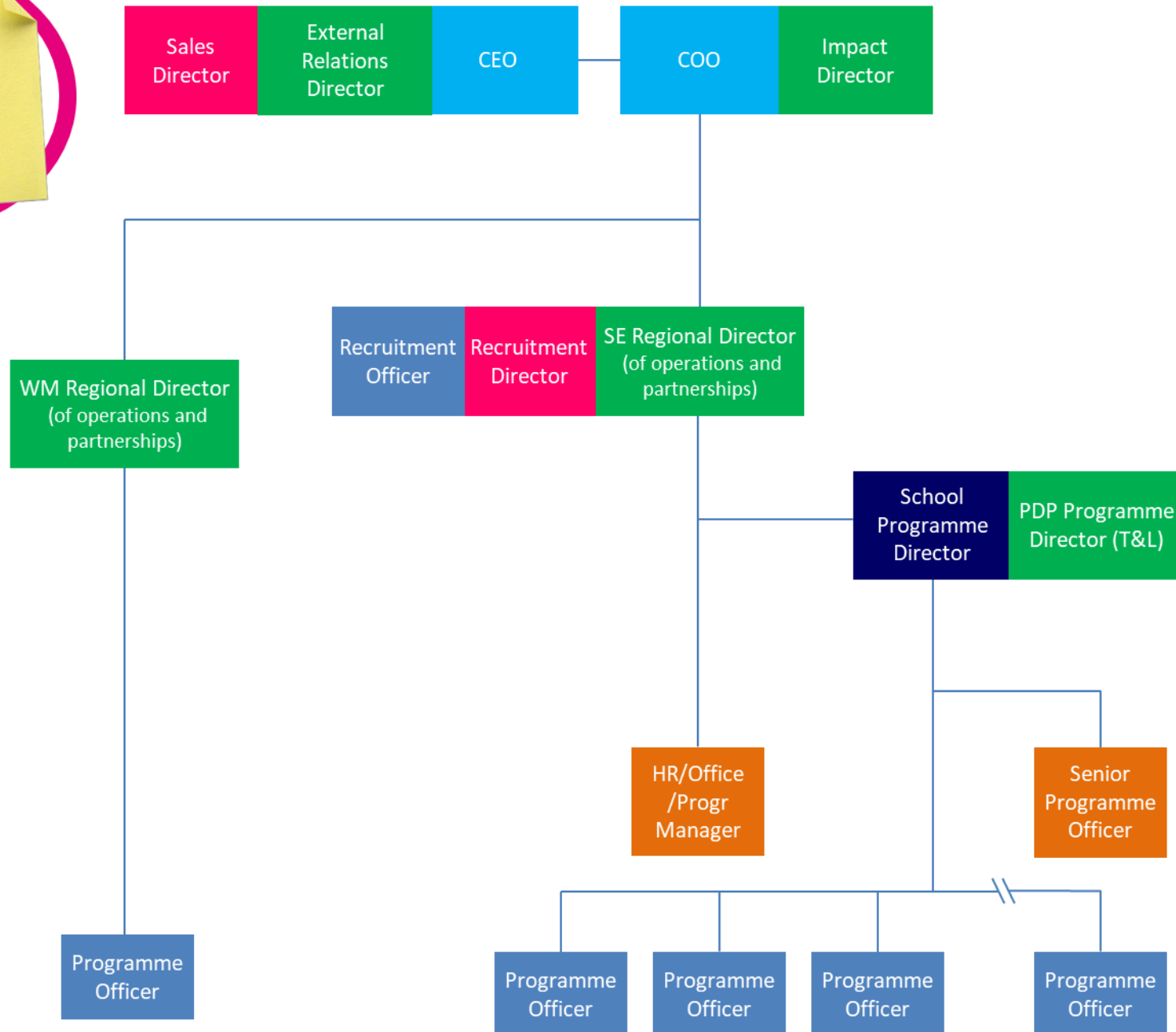
- HR Strategy
- HR Policy
- Recruitment
- Training and Development
- Performance Management
- Pay and Benefits
- Payroll
- HR Admin / Systems



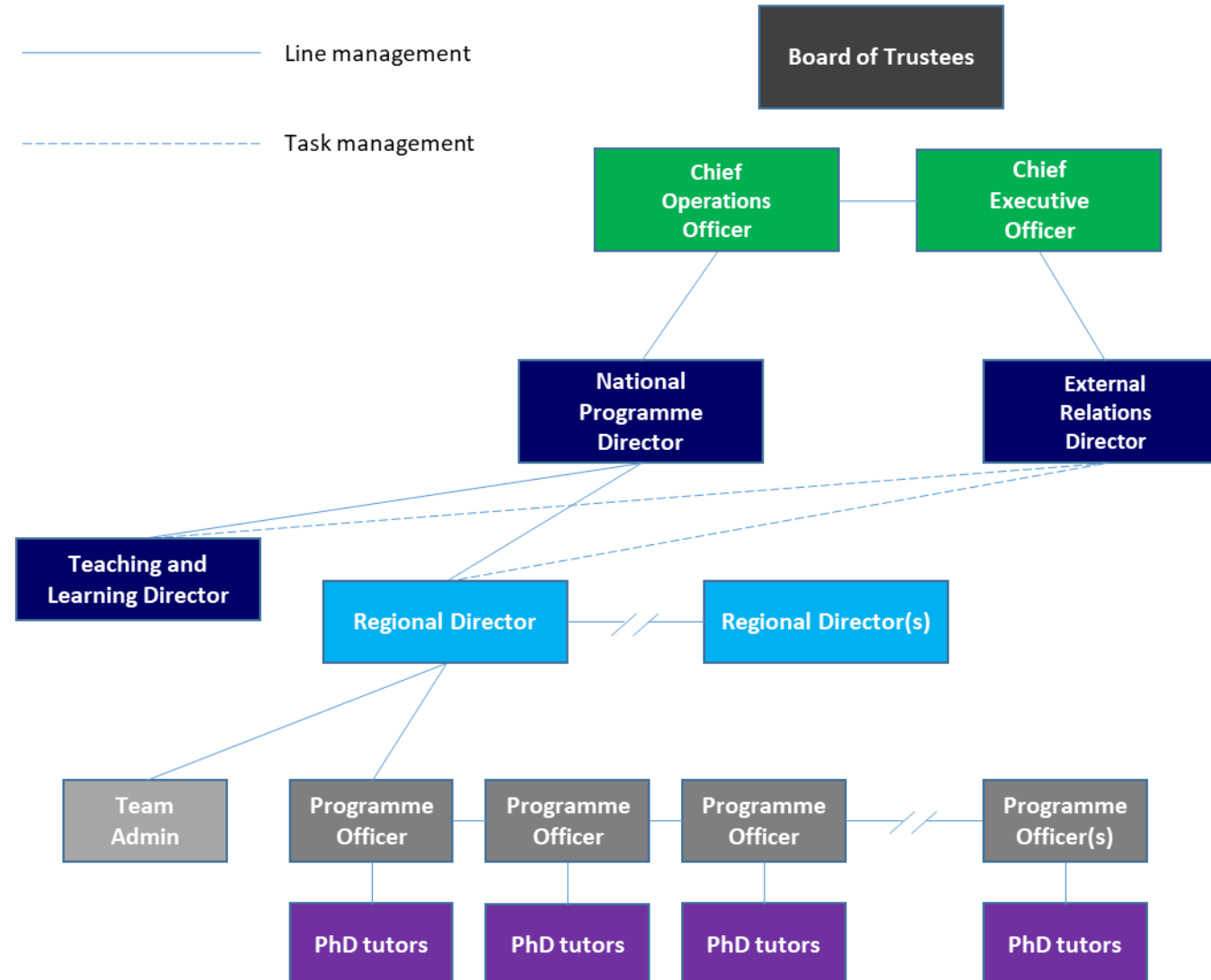
**What does
long-term org
structure
look like?**



What does
2013/14
look like?



4. Organisation Structure 2014-2015



Executive Leadership (CEO/COO)

Purpose: Leading, managing and overseeing the running of the charity, ensuring its people and programmes continue to serve the mission.

Establishing
organisation's
mission and vision

Determining
strategic priorities and
business targets

Overseeing strategy
and monitoring
evaluation

Establishing
governance and
decision rights

Driving culture and
developing staff

Resolving
cross-functional
issues or conflicts

Managing policies,
procedures & risks

Overseeing all threads
of the organisation

Core Business Functions			Programmes	
Impact	Operations	External Relations	The Brilliant Club	Researchers in Schools
Purpose: To determine the effectiveness of programmes by monitoring the impact each programme produces ensuring they provide consistent and reliable outcomes to beneficiaries over time.	Purpose: The centralised function will be critical in supporting the charity and its programmes in order to ensure best practices and processes are adhered to across the organisation.	Purpose: To manage public relations and aspects of business development through building relationships, fundraising, diversifying revenue streams and sales.	Aim and activity: To widen access to highly selective universities and courses for under-represented groups by mobilising researchers to bring academic expertise into state schools.	Aim and activity: To increase subject expertise, promote research and champion university access by mobilising recruiting and training PhD graduates to become outstanding classroom teachers.
Impact Director To be recruited	Operations Director Interviews underway	Partnerships Director In post	National Programme Director In post	Managing Director In post
Features of impact strand	Features of operations strand	Features of ext rel strand	Brilliant Club programme:	RIS programme:
<div>Managing impact</div> <div>Undertaking research</div>	<div>Managing operations</div> <div>Driving performance mgmt</div>	<div>Managing External Relations</div> <div>Charity development</div>	<div>Recruiting PhD tutors</div> <div>Building / managing sch partnerships</div>	<div>Recruiting PhD graduates</div> <div>Building / managing sch partnerships</div>
<div>Planning outcomes</div> <div>Creating impact reports</div>	<div>Overseeing finances</div> <div>Enforcing policies and processes</div>	<div>Overseeing fundraising</div> <div>Network building</div>	<div>Training PhD tutors</div> <div>Building / managing uni partnerships</div>	<div>Placing PhD graduates</div> <div>Building / managing uni partnerships</div>
<div>Collecting and analysing data</div> <div>Communicating findings</div>	<div>Overseeing HR</div> <div>Supporting project mgmt</div>	<div>Overseeing partnerships</div> <div>Comms, marketing and PR</div>	<div>Placing PhD tutors</div> <div>Building wider edu sector partnerships</div>	<div>Linking up SCITT training</div> <div>Building wider edu sector partnerships</div>
<div>Evaluating programmes</div>	<div>Overseeing IT systems</div>		<div>Organising university trips</div> <div>Developing programmes</div>	<div>Delivering CPD training</div> <div>Developing programmes</div>
	<div>Overseeing legal needs</div>		<div>Managing programme in schools</div> <div>Driving org mission and prog aims</div>	<div>Supporting trainees in schools</div> <div>Driving org mission and prog aims</div>

Operations Case Studies

- HR process and induction for non-readers
- HR process and induction for remote team
- Organisational restructure

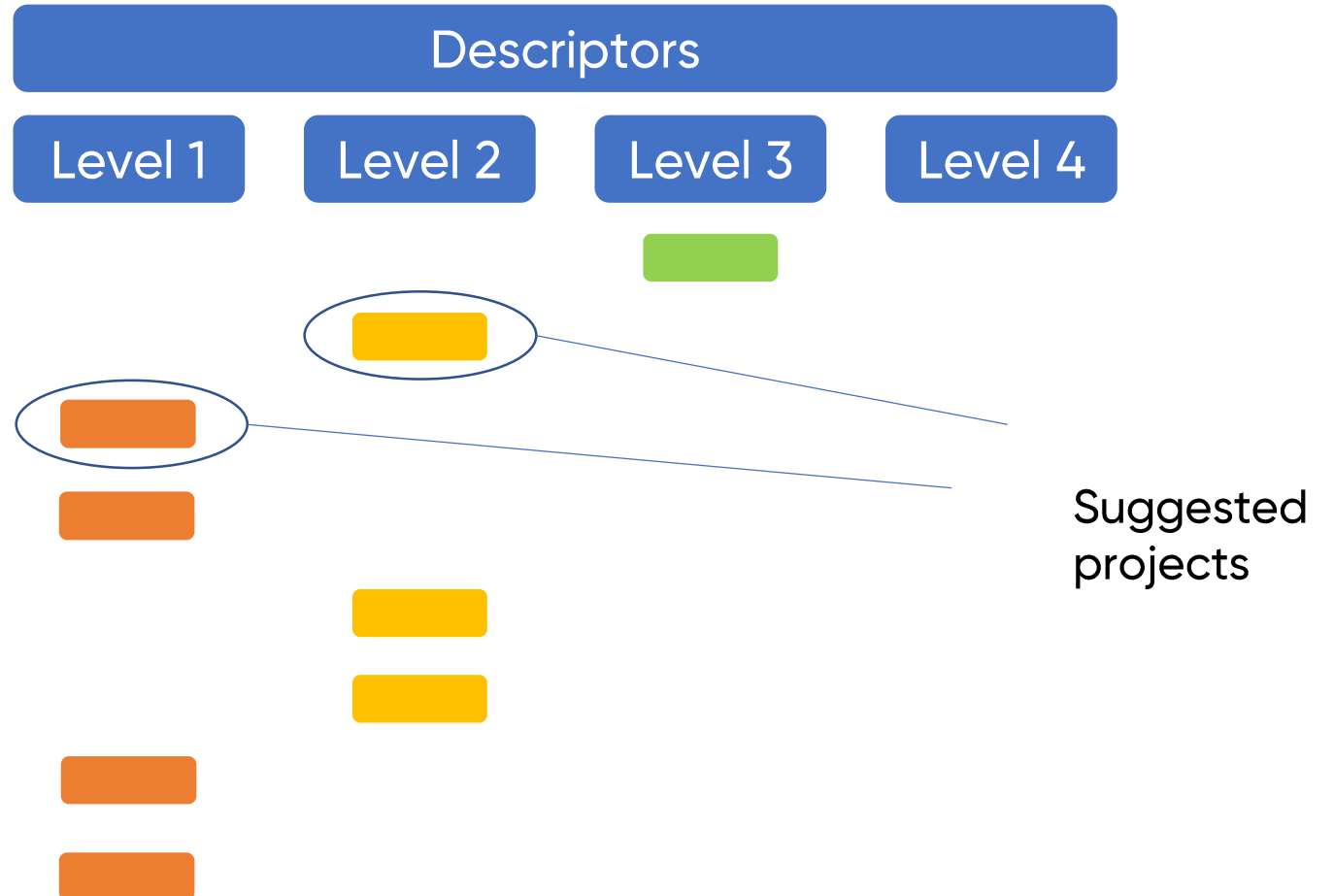
Operations Audit - Output

Finance	Descriptors			
	Level 1	Level 2	Level 3	Level 4
• Planning and Budgeting				
• Accounting / Bookkeeping				
• Financial Controls				
• Management Accounts				
• Financial Reporting				
• Treasury				
• Tax				
• Insurance				

Operations Audit - Output

Finance

- Planning and Budgeting
- Accounting / Bookkeeping
- Financial Controls
- Management Accounts
- Financial Reporting
- Treasury
- Tax
- Insurance



Operations Audit – Example

Operational Area	1	2	3	4
Finance				
• Budgeting	Simple profit and loss budget in place. Usually standalone, e.g. spreadsheet, and not linked to accounting system.	Budget created based on realistic data, e.g. previous year performance, market analysis.	Detailed budget, e.g. balance sheet, cashflow. Editable, e.g. sensitivities. Linked to accounting system.	Regular iterated budgeting process including input from budget holders, senior team, Board.
• Accounting / Bookkeeping	Simple tracking of transactions, usually on cash basis and using budget codes. Usually standalone, e.g. spreadsheet.	More detailed tracking of transactions, usually on accruals basis and taking account of extras, e.g. depreciation.	Accounting system in place, e.g. Sage, Xero. Linked to budget system.	Accounting system integrated with all finance processes, e.g. budget, controls, management accounts.
• Management Accounts	Ad hoc PL mgmt accounts produced, usually profit and loss on cash basis.	Regular PL mgmt accounts produced, usually on accruals basis and including some commentary.	Regular detailed mgmt accounts produced, including succinct commentary and budget holder input.	Mgmt accounts are accessible to senior team and Board, feeding into decision-making and accountability.
• Financial Controls	Simple controls in place, e.g. invoicing and purchasing. Usually enforced and reviewed on a periodic basis.	Full range of controls in place, e.g. credit control, expenses mgmt. Enforced and reviewed regularly.	Appropriate segmentation of controls to relevant level, e.g. credit control ranks, expenses scheme of delegation.	Board oversight of financial controls, e.g. linking to risk mgmt. Process for updating controls with growth.
• Financial Reporting	Micro accounts produced internally and submitted to relevant authority, e.g. CH, CC.	Year-end accounts produced by independent accountant and submitted to relevant authority.	Audit of year-end accounts produced and submitted. Recommendations made to Board and Senior Team.	Process for Board and Senior Team to act on recommendations and engage with process, e.g. auditor renewal.
• Treasury	Basic calculation of 'runway', i.e. how long current / expected cash will last.	Reserves policy in place, based on core cost assessment, e.g. 3 months.	Reserves policy typically met, with discussion at Board level about appropriate allocation.	Reserves policy met, with return being earned on surplus where possible.
• Tax	Basic registration, e.g. HMRC account, Corporation Tax, PAYE.	Further registration, e.g. VAT. Basic tax efficiencies, e.g. RD credits.	Measures to set aside tax throughout the year, linked to accounting system.	Access to specialist advice, regular process to optimise tax bill.
• Insurance	Minimum insurance policies in place, e.g. employer liability, public liability.	Additional insurance policies in place, e.g. business continuity, indemnity.	Any bespoke insurance policies in place as needed, e.g. international.	Board oversight of insurance, e.g. linking to risk mgmt. Process for updating insurance with growth.

Operations Audit – Example Process



Operations Audit – Example Process



1. UnLtd selects the size



- Fully-funded projects
- Audit + resources
- Four months

2. Ventures select projects



Delivery projects focus on prompt action and concrete outputs.



Insight projects focus on the development of longer-term thinking.

3. UnLtd selects add-ons



Operations audit



Resource box

UnLtd has negotiated a custom box for the Thrive Accelerator. This includes a number of **projects** that ventures can access individually, plus access to an **operations audit** and **resources**. The support is available until 30th November 2018.

Your Venture Manager at UnLtd can offer guidance on how the projects will be allocated amongst the ventures, as well as how to make best use of the audit and resources.

We use **agile methodology** to deliver projects, working in four day sprints with one day for review. We aim to deliver each project within one sprint, agreeing the project parameters and outputs with you at the start of the sprint.

We have a simple aim: the **delivery of something useful** for each project. Each project comes with one or more concrete outputs that are appropriate to your organisation's size and budget.

These go beyond telling you what you already know about your organisation, providing you with **ready to use materials**, a **clear action plan** and/or **specific recommendations**.

The **operations audit** is a standard survey designed to benchmark your operations functions against peers and to highlight your development needs and priorities.

The **resource box** gives you online access to a range of standard documents that you can adopt or adapt, including contracts, guidance and policies.

Project appendix



Fundraising bid design – Sales brochure design – Impact report design – Budget setup – Finance controls setup – Risk management setup – IMS plan – New staff recruitment setup – Pay and benefits setup – Staff performance review design – HR policy handbook design



Strategic funding review – Pricing review – Cost-cutting review – Safeguarding review – Customer analysis – Peer analysis – Stakeholder voice analysis – Communications review – Theory of change process – Governance review – Team structure review – Staff voice analysis