



Appointment Brief | July 2026

Director of Operations



Welcome

Thank you for your interest in the newly created role of Director of Operations at Thames Reach. I wanted to take this opportunity to tell you about our organisation and the work that we do.

Thames Reach's vision is of a world in which street homelessness is ended and nobody need sleep on the streets. Our mission is to ensure that the people we support can find and sustain a decent home, build supportive relationships, and lead a fulfilling life. This is not merely rhetoric; it is something we are actively working towards, and which we believe is achievable. However, it requires determined and effective action from government, organisations like Thames Reach, and society as a whole.

We are serious about the impact of what we do, and we continuously learn and improve our services. We use the knowledge that we gain through this delivery to influence approaches at regional and national levels, and to guide the work that we do ourselves. There is more about this in our current business plan, but we are here to help people move away from homelessness and the threat of it, and we are most successful when people no longer need the help that we provide.

Our partners are important to us. We recognise that we cannot do this on our own, and we are proud of the partnerships that we have developed with other organisations, whether in health, housing, government, businesses or with other charities. These partnerships help us deliver excellent services and help us amplify our voice.

As a key member of the Senior Management Team, the Director of Operations will work alongside SMT colleagues to shape the future of Thames Reach, leading the organisational infrastructure that enables our services to thrive and supports the delivery of our mission. We are financially robust and our governance is effective. We have an excellent staff team, including at least 20% of people with experience of service use. We have significant property assets and we have a Registered Provider subsidiary, Thames Reach Housing, which owns one of the hostels we run, and which provides a vehicle to enable possible future developments. More detailed information is available in the [Annual-Review 24-25](#) and the [2025-28 Business Plan](#).

We continue to invest in our digital environment, with support for the multiple working environments used by our staff. It is important that we can continue to ensure that we are using this investment effectively and that our systems are fit-for-purpose and appropriately upgraded and renewed.

This is an exciting time to be joining Thames Reach. Please look carefully at the information we are providing as part of this pack, and if you think this is the job for you, we look forward to receiving your application.

Bill Tidnam
Chief Executive

About us

Thames Reach is a leading London-based charity focused on our mission of ending rough sleeping. We do this by preventing street homelessness where we can; by responding directly to the crisis of rough sleeping through our street outreach teams and emergency accommodation; and providing a route away from homelessness by supporting people to get the support and accommodation they need to move away from homelessness for good. We use the understanding this gives us to continually improve the way that we work, and to influence the way that government and other agencies respond to the people we work with, and to challenge system failure where we see it.



What sets Thames Reach apart is our integrated, deeply committed approach:

1 Never giving up on people
We understand that the road to recovery can be long and painful, and we remain committed to individuals no matter how complex, chaotic, or challenging their circumstances may be.

2 Frontline truth (“We tell it as it is”)
Our strength lies in knowing exactly what is happening on the ground. We use this frontline knowledge to influence high-level decision-making, presenting information with complete honesty and integrity.

3 Partnership-led impact
We know we do not have all the solutions alone. We generously share our time, resources, and expertise with external partners if the ultimate outcome brings us closer to our shared vision.

4 Highest aspirations
We passionately believe people can make real and lasting changes. We hold the highest expectations for those who use our services, treating them with absolute respect.

5 Agility and open-mindedness
We refuse to let rigid, dogmatic approaches inhibit our effectiveness, responding creatively and flexibly to the evolving challenges of homelessness.

This comprehensive method matters because the drivers of street homelessness are complex, often intersecting with profound health, economic, and systemic challenges. Thames Reach turns frontline reality into holistic, pragmatic support, positioning itself as a crucial partner and operational leader in the fight against homelessness across the capital.

Our vision

A society where street homelessness is ended and nobody need sleep rough on the streets.

Our mission

To help people who are homeless or vulnerable to find decent homes, build supportive relationships and lead fulfilling lives.

See our latest [annual reviews, business plan and financial statements](#).



Strategy

Our business model is the delivery of high-quality support to people who are affected by rough sleeping, with the overall aim of helping people to improve their situation and to move away from the streets and towards an independent and secure life. While recognising that this work is delivered in a range of contexts, it follows the same broad principles and applies similar skills in these different settings.

Alongside this we recognise that our services will mostly be delivered under contract, largely to governmental bodies, and that we will pursue proper recovery of the costs we incur from these contracts - with fundraised income and resources complementing this contract income, for example, by allowing us to make welfare payments or to remove barriers to move-on.

To be clear: our aim is to balance our income with our expenditure, and by doing so ensure the sustainability of our services.

It is important that we do not look at services that we provide in isolation and that we are careful to assess and evaluate the broader impact that they might have towards our mission of ending rough sleeping. Similarly, where we identify systemic issues that are barriers to this mission, we will challenge them and we will be flexible and responsive in developing and implementing solutions.

We support and will advocate for better approaches to planning and developing services that are focused on impact; that break down barriers between different funding and professional silos; and which are able to evolve and change in response to changing needs and a better understanding of what works. We believe that this approach as well as our willingness to work positively with partners is one of the things that distinguishes Thames Reach from other similar organisations.

Equity, diversity and inclusion statement

At Thames Reach, equity, diversity and inclusion sit at the heart of our mission to end street homelessness and support people to build meaningful, sustainable lives. We know that the strength of our organisation comes from the diversity of our people, the breadth of their experiences and the richness of the perspectives they bring. As a director, you will champion an environment where every colleague feels respected, valued and able to thrive.

We have ambitions for EDI and it is embedded at the highest level of the organisation through a quarterly EDI group attended by a representative from every service and the

Chief Executive, ensuring equality remains a live organisational priority. Thames Reach goes beyond training across all levels on EDI and trauma informed practice, challenging discriminatory behaviour or practices, providing support to those experiencing discrimination and recording and monitoring equality data. We do this by maintaining staff led employee groups covering LGBTQIA+ identity, race and ethnicity, and lived experience, each meeting bi-monthly with organisational funding, administrative support, and a senior manager chair. The groups have a direct route to leadership and a role in shaping policy and service development.

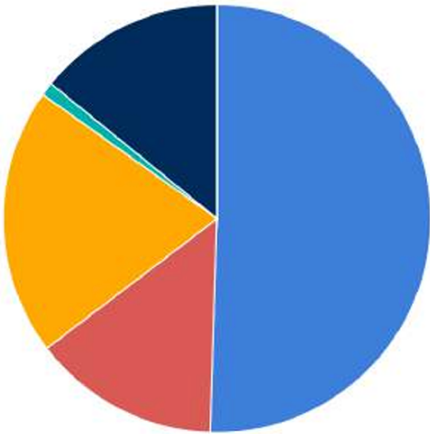
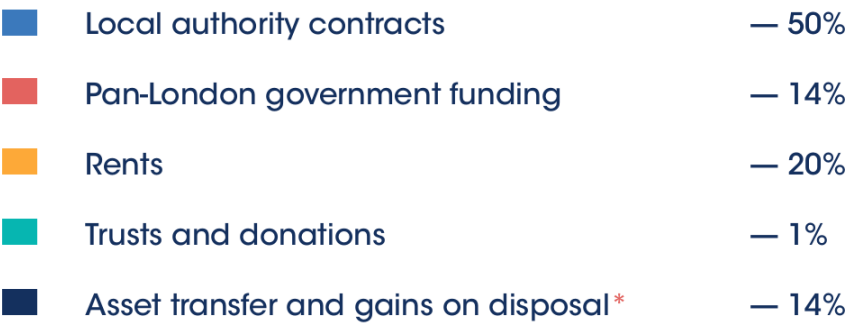


Finances

The last audited accounts for 2024-25 show a 10% growth in activity to £29.5 million, alongside a small operating deficit before exceptional items. The Board maintains a prudent reserves policy, targeting a General Fund of around 10% of income to support financial resilience. At year end 2025, the General Reserve stood at £3,445,821 (2024: £2,271,139), slightly above this target.

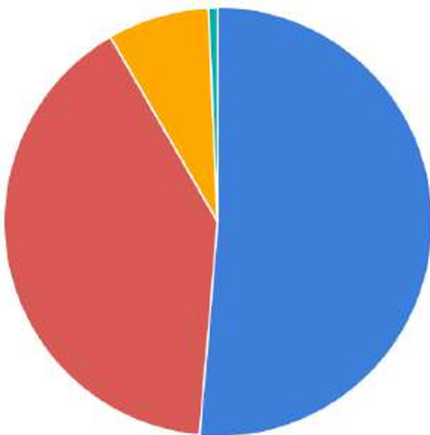
Income 2024-25:

£34,338,723



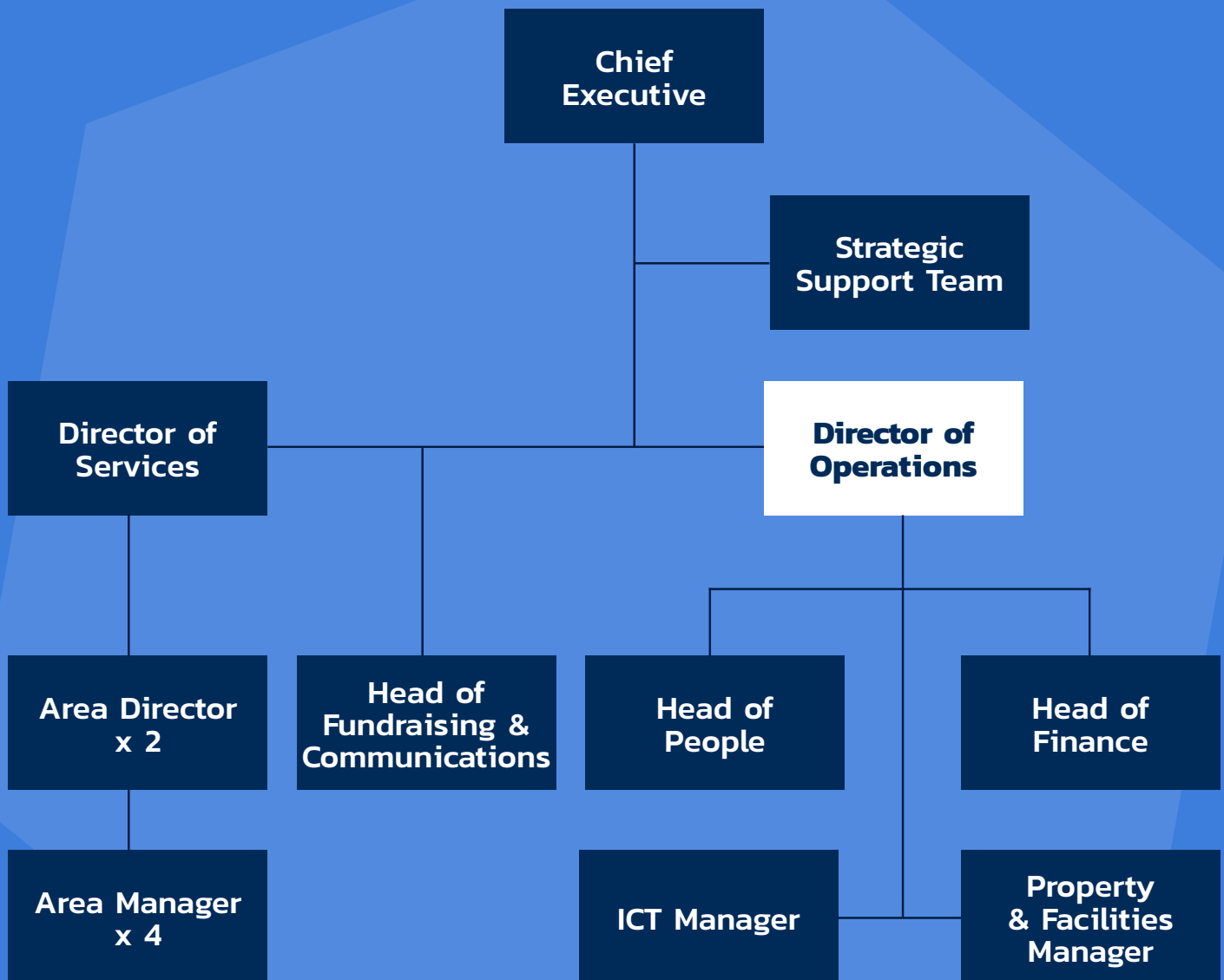
Expenditure 2024-25:

£29,882,560



* this exceptional figure represents the accounting value of a hostel transferred to our Housing Association subsidiary in the course of the year, as well as the disposal of redundant assets.

Organisation chart



Role description

Job title:	Director of Operations
Salary:	Circa £92,000 per annum
Location:	London, hybrid. The postholder is expected to work flexibly in order to achieve the agreed outcomes and objectives required of the post, usually working at least 3 days per week in the office.
Reporting to:	Chief Executive Officer
Direct reports:	Head of Finance, Head of People and senior functional leads (overall responsibility for Finance, People, Data, IT, Property & Facilities, and the Housing Association).

Purpose

The Director of Operations is a senior strategic leadership role. As a member of the SMT, the postholder works collectively with the Chief Executive and Director of Services to provide overall organisational leadership, contributing to strategic direction, operational effectiveness, and long-term sustainability.

The postholder is accountable for ensuring that Thames Reach has robust, integrated and sustainable internal operations to support the delivery of its mission. The postholder leads on ensuring the organisation has effective infrastructure, people and financial sustainability, overseeing and providing integration across all non-service operational areas.

Key responsibilities

- **Organisational leadership**
Collectively with the SMT, provide vision, leadership and direction across the organisation, including supporting the planning and implementation of the Business Plan. Act as a primary point of organisational assurance to the Chief Executive, SMT and Board on operational sustainability, risk and compliance.
- **Central operations directorate leadership**
Oversee, develop and integrate the organisation's internal infrastructure and enabling capabilities, ensuring coherence across finance, people, IT, property and data. Coach functional leads and ensure they are accountable for delivery, performance and improvement within their areas.
- **Financial sustainability and performance**
Provide organisational stewardship of finance and SMT-level oversight of the organisation's financial position, budgets, forecasts, and statutory accounts. Identify and maximise income generating opportunities.
- **People and organisational capability**
Provide strategic oversight of people, organisational capability and volunteering, working in partnership with the Head of People. Champion continuous improvement in organisational capability, leadership and ways of working.
- **Risk, compliance and business continuity**
Provide oversight of organisational risk management and lead on compliance of all statutory and regulatory bodies and business continuity planning.
- **Digital, data, property, facilities and infrastructure**
Oversee the transformation and effective operation of digital, data and ICT systems. Act as Thames Reach's Data Protection Officer. Provide leadership for facilities and property functions, and drive operational efficiency and environmental sustainability.
- **Insight and reporting**
Lead organisational performance and impact reporting.
- **Housing Association leadership**
Act as the SMT lead for the Housing Association subsidiary to ensure strong governance, compliance and alignment with group strategy.

Person specification

Essential experience, knowledge, skills and abilities:

- Senior strategic leadership experience in a complex organisation, with responsibility for multiple operational and enabling functions.
- Strong financial acumen, including the ability to oversee budgets, interpret financial data and communicate financial matters clearly to senior leaders and Trustees.
- Experience of organisational change, transformation and continuous improvement.
- Experience of governance, risk management and regulatory compliance.
- Ability to operate credibly at Board and Committee level.
- Strong collaborative leadership style, with a commitment to collective responsibility and organisational leadership.
- Ability to operate effectively within a regulated environment, including building an understanding of the requirements of the Regulator of Social Housing.
- Extensive experience of managing multiple projects and critical decision making.
- Clear commitment to equity, diversity and inclusion and to furthering our mission of ending street homelessness.

Desirable experience:

- Experience working in or alongside the voluntary, health and social care or housing sectors.
- Experience of digital and systems transformation.

Benefits

- 29 Days annual leave plus public holidays
- 6.5% Employer contribution to pension (minimum of 1.5% Employee contribution)
- Group Life Assurance cover of 4 times annual salary
- Critical illness cover of 1 year's salary tax free
- EAP scheme including counselling
- Opportunities for Sponsored Study, Season Ticket and Cycle to Work loans
- Opportunities for Blue Light Discounts, Taste Cards and Money Guided support.

How to apply

To apply for the role, please upload your CV together with a supporting statement (of no more than 1000 words) onto the Prospectus website via the link.

For guidance on formulating your Supporting Statement, please review our guide [here](#).

Please ensure that you have included a telephone number, as well as any dates when you will not be available or might have difficulty with the recruitment timetable.

If you wish to apply using an alternative format please contact Prospectus on 020 7691 1920 or email executive.admin@prospect-us.co.uk

Applications via the Prospectus website should be made at:

<https://prospect-us.co.uk/job/195083>

At Prospectus we believe passionately that a truly inclusive workplace leads to increased social impact. We are committed to supporting our clients build more inclusive teams. To understand how we are performing, we ask that you kindly complete the brief equal opportunities questionnaire when you submit your application via our website. Please be assured that your responses are kept confidential, separate from your candidate record, are not part of any application you make, and that the consultants never see individual responses to the questionnaire.

Recruitment timetable

Deadline for applications:

9 August

Interviews with Prospectus:

w/c 24 August and w/c 31 August

Interviews with Thames Reach:

18 September

Queries

If you have any queries about the opportunity, please contact our retained advisors Omar Begg or James Rice at Prospectus via email:

Omar.Begg@prospect-us.co.uk

James.Rice@prospect-us.co.uk



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