

RECRUITMENT PACK

HEAD OF TRANSFORMATION (INTERIM)

wrap

Starfish

INTRODUCTION

WRAP IS A CLIMATE ACTION NGO WORKING AROUND THE GLOBE TO TACKLE THE CAUSES OF THE CLIMATE CRISIS AND GIVE THE PLANET A SUSTAINABLE FUTURE.

At WRAP we believe that our natural resources shouldn't be wasted. And that everything we use should be re-used and recycled.

Our mission is to make the world a more sustainable place. We bring people together, we act on the facts, and we drive change.
Our core purpose is to help you tackle climate change and protect our planet by changing the way things are produced, consumed, and disposed of.

At WRAP, we want to tackle the causes of the climate crisis and give the planet a sustainable future. We want to halt environmental degradation and loss of biodiversity and protect both our lives and the planet.

In a thriving world in which climate change is no longer a problem, we will be able to provide for a growing population and raise people out of poverty. WRAP is at the forefront of making the world a more sustainable place. By bringing people together, acting on facts, we will drive change and protect our planet.

WE WILL REDUCE WASTE AND CLEAN UP THE PLANET - ITS LAND, ITS OCEANS AND ITS AIR

WE WILL REDUCE WATER USE AND PROTECT KEY RIVERS

WE WILL REDUCE GREENHOUSE GAS EMISSIONS AND CUT GLOBAL WARMING

WORKING IN PARTNERSHIP TO CREATE A NET ZERO WORLD

BY BRINGING PEOPLE TOGETHER, ACTING ON FACTS, WE DRIVE CHANGE.

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Our voluntary agreement model provides a 'safe space' for **global brands** to come together and tackle waste, reduce water use and drive impact towards net zero emissions.

Millions of people know, and trust WRAP's behaviour change campaigns.

For **delivery partners** around the world WRAP is an authoritative, trusted, and experienced presence on the ground.

Our **philanthropic partners** share our passion to innovate, delivering big ideas to give the planet a sustainable future.



BACKGROUND

WRAP started life in 2000 as a not-for profit company – and later a charity - operating in the UK. Now we're one of the world's leading sustainability NGOs, delivering lasting, measurable change across six continents. We're reducing greenhouse gas emissions and water use linked to the food we eat, the clothes we wear and the plastic packaging we use, helping the world move towards Net Zero and combat climate change.

Our work to create a circular economy is essential if the world is to reach Net Zero. That means reducing waste, re-using materials for as long as possible, and creating new more sustainable business models. We continue to recycle as much as possible – and those recycled materials are made into new products.

We're proud of the impact of our work, but we know that we can't solve the world's biggest challenges alone. Which is why collaboration is at the heart of what we do. We work with a range of partners including national, local, and regional governments, NGOs, charities and FTSE-100 and Fortune 500 businesses

ACTIVITIES

WRAP HAS A HOLISTIC APPROACH BASED ON SYSTEMS THINKING. OUR WORK IS FOCUSED AROUND THREE MAIN AREAS

1. Collaboration & Change

Based on robust insight and research, we develop, pilot, deliver and evaluate behaviour change programmes to help citizens live a more sustainable lifestyle. Our suite of campaigns, tools and interventions are then amplified by a diverse range of stakeholders who value our evidence-based approach.

Earlier this year we joined forces with the UK's leading social and environmental change not-for-profit Behaviour Change to accelerate the fight against climate change. Together we will be helping more people to make simple, lasting changes to tackle the climate emergency.

At the heart of WRAP's approach is collaboration: we convene whole industries through our voluntary agreements, to set ambitious targets, measure progress, and act collectively, based on the evidence, at scale.

2. Insights & Innovation

We provide expert research, cost modelling, advice and services to help international organisations, national governments, local authorities and businesses develop and implement waste prevention and recycling policies.

We are working with national governments around the world to shape policy decisions that can be developed into actions that prevent waste. Governments can come under intense pressure to combat issues such as food waste or plastic pollution and with climate change legislation, the environment is front and centre of the public's minds.

Our technical experts are regularly called upon to advise local and national governments in the UK and abroad to help implement policy. Technical support can be in the format of tools, guidance and reports.

Alongside governments, the tools, guidance and reports can also be used by businesses within our focus areas of food waste, plastic packaging, clothing and textiles and collections and recycling.

We also manage grants, loans and investments to help increase the use of recycled materials, growing recycling capacity or overcoming specific market failures by acting as a catalyst to encourage other funders to invest.

We are the delivery partner of choice for governments and grant-awarding bodies due to our track record in awarding public money where it can make the greatest impact.

3. International

To make our world more sustainable, we are acutely aware that tackling the issue cannot be done by one country, region or continent by itself. With this in mind, WRAP works globally with governments, businesses, and communities to deliver practical solutions to improve resource efficiency within plastics, food and textiles.

We take the successes, experience and lessons learnt in the UK and work with in-country partners to ensure we develop projects that fully address the needs of the local area.

We are already working in 40 countries around the world with notable successes that include the Mexico Conceptual Food framework, the European Plastics Pact and the Textiles Action Network.

We opened our first non-UK office in Australia in 2022 and have ambitious plans for growing our international capability even further in the coming years.

WITH OUR WORK BRINGING SO MANY PARTNERS TOGETHER, WE ARE THE BRIDGE BETWEEN SCIENCE AND ACTION. THROUGH OUR TARGET, MEASURE, ACT METHODOLOGY, WE ARE LOOKED TO AS THE VOICE OF REASON, THE SOURCE OF KNOWLEDGE, AND THE ENABLER OF AMBITIOUS, ROBUST CHANGE AND WITH OUR GROWING INTERNATIONAL FOOTPRINT, THAT CHANGE IS NOW TRULY GLOBAL IN SCALE.

OUR IMPACT

FOR MORE THAN 20 YEARS WRAP'S WORK HAS WON PLAUDITS FOR THE CONTRIBUTION IT HAS MADE TOWARDS DEVELOPING CIRCULAR ECONOMIES AND MOVING THE CLIMATE AGENDA FORWARD. THE SCALE OF THE CHALLENGE IS NOT LOST ON US HOWEVER AND WE ARE COMMITTED TO PLAYING OUR ROLE IN INCREASING AND MAGNIFYING OUR IMPACT.

Collaboration & Change

- Our Courtauld Commitment and Love Food Hate Waste campaign helped the UK waste 27% less food saving 5.3 Mt of CO2 emissions each year
- Our Sustainable Clothing Action Plan helped businesses reduce the carbon impact of UK clothing by 16% and water
- footprint by 19%
- Our UK Plastics pact reduced problematic or unnecessary plastic packaging sold in the UK by 40% since 2018
- We helped people in the UK reduce food waste in their homes by 31% or 1.4Mt per year

Insights & Innovation

- We have helped Wales become the 3rd best country in the world at recycling after Singapore and Germany
- In 2021 we supported public sector organisations to spend £2 billion more sustainably

International

- We co-authored the United Nationals Environment Programme's (UNEP) Food Waste Index Report, the most comprehensive survey yet into global food waste from homes and hospitality
- We launched Latin America's first voluntary agreement and developed Asia's first plastics Pact
- We expanded our work to 40 countries around the world

OUR AMBITION

WRAP IS AN OPTIMISTIC ORGANISATION. A FUTURE FACING ORGANISATION. WE KNOW THAT THIS FUTURE IS FULL OF UNCERTAINTY – BUT WE ARE CONFIDENT, HOPEFUL AND DETERMINED. WE ARE EXCITED ABOUT A FUTURE WHERE BUSINESSES, GOVERNMENTS, CHARITIES AND PEOPLE WORK TOGETHER TO MAKE A WORLD FREE OF WASTE AND ON A PATHWAY TO NET ZERO.

We promise to be at the heart of that change. A new WRAP for a new world. A WRAP capable of more. More flexible. More agile. More imaginative. Working in more places, with more partners, and bringing in more and different resources. We think differently, act differently and behave differently. Because we have to, because we want to, and because we can.

Our expertise and experience is resonating with the rising public and private pressure to make meaningful strides in putting an end to climate change and a world free of waste, which is encouraging us to think ambitiously about our growth, our reach and our impact. Combined with international expansion, we are vigorously pursuing even greater diversification and growth of income to fuel this ambition.

Our priorities are:

- Putting more countries on track to halving food waste by 2030, in line with Sustainable Development
- Goal Target 12.3.
- Transforming the plastics economy so that plastic pollution will be eliminated.
- Helping tackle our throwaway clothing culture.
- Transforming recycling into a system that emphasizes
- material quality and markets.

You can read more about our plan for a sustainable planet here

THERE HAS NEVER BEEN A BETTER TIME FOR WRAP AND ITS MANY PARTNERS TO MAGNIFY THEIR EFFORTS IN ELIMINATING WASTE AND ENSURE RESOURCES ARE USED SUSTAINABLY, WHEREVER THEY ARE IN THE WORLD. WE AIM TO SEIZE IT.

OUR ORGANISATION

OUR GOVERNANCE AND PEOPLE

Our c250 committed staff based in the UK and internationally are led by an experienced Board and talented senior executive team.

We want to lead by example to make the whole sustainability sector better reflect the communities we serve. We know we will be stronger, and our work have more impact, if we're more inclusive and more diverse - not to mention it's simply the right thing to do. We launched our Equality, Diversity, and Inclusion strategy in 2020-2021 and though we've a long way to go, we're proud of the start we've made. We have achieved Investors in Diversity accreditation, won the National Centre for Diversity award for best small organisation and are ranked in the Top 100 Most Inclusive Workplaces Index for 2022.

The charity's headquarters are in Banbury in Oxfordshire; with other offices located in Cardiff, London and Belfast.

OUR FINANCES

Our income in 2021/22 was £26.8m.

OUR VALUES:

SUSTAINABILITY, HONESTY, INTEGRITY, FAIRNESS, TEAMWORK

OUR TRANSFORMATION

There has never been a better time for WRAP and its many partners to magnify their efforts in eliminating waste and ensure resources are used sustainably, wherever they are in the world. 2023 will be an exciting year with the arrival of a new Chair and Chief Executive and WRAP is embarking on a period of transformation within the organisation to ensure that the business is ready and able to grow to meet the aims of the 2030 strategy. The Head of Transformation will support the implementation of WRAP's transformation plan. We know that we have only scratched the surface of the impact we can have as an organisation and we are seeking an experienced change leader who can help drive our change.

The Head of Transformation will work closely with the executive team who will each lead on one of the four workstreams.

These are:

- People
- Operating Model
- Brand and Marketing
- Business Development

Working together an as executive team, we can ensure we have the right processes and approach to grow our impact.

JOB DESCRIPTION

Job title: Head of Transformation (Interim)

Role reports to Chief Executive Officer

Job Purpose
Reporting to the CEO and working alongside the Executive team, the Head of Transformation will support the implementation of WRAP's transformation plan to enable the delivery of WRAP's 2030 strategy.

Key Responsibilities & Accountabilities

- Collaborating with Executive team to fully develop the agreed transformation strategy; programme scope, workstreams, plans and change interventions
- Collaborate with the Executive team to ensure the change solutions are sustainable and successful
- Assess the organisation's change capacity, risks and potential impact on business performance and make recommendations for enabling mitigation
- Directly and indirectly lead the implementation of the transformation plan, to timescale and budget, managing risks and successful outcomes of change
- Support the development of a communication plan and interventions and ensure integration of communications into wider transformation plan
- Measure impact and report progress to the CEO and Executive team, amending plan as necessary to ensure success
- Engage with senior leadership team and operational leaders to gain buy-in for transformational change and establish a culture of continuous improvement
- Engage with WRAP's leadership teams to ensure successful deployment and embedding of change interventions
- Coach the Executive and leadership teams in change management leadership, tools, and techniques
- Support an inclusive governance process across all areas of transformation and one that drives focus on achieving results
- Share best practice across WRAP and ensure consistency of approach
- Adhere to and drive compliance with organization policies and procedures
- Support the development of a high-performance culture across the organisation.

Knowledge, Skills, Training and Experience

Essential

- Able to evidence a track record in business transformation, across multi-discipline teams to create successful outcomes
- Able to evidence creation of change solutions to remedy and improve organizational effectiveness
- Knowledge and application of effective approaches to behaviour and transactional change in organisations to enable sustained change
- A clear track record of delivering multiple projects, programmes and initiatives, and demonstrating strong technical credentials and expertise
- Effective communication skills with evidence of strong stakeholder management
- Ability to lead and manage performance of teams at all levels to achieve success
- Strong commercial and financial acumen
- Able to demonstrate the development of strong 'trust-based' relationships in organisations – to make things happen

Desirable

- Experience of organizational design
- Previous experience of developing high performing team culture

HOW TO APPLY

We hope you will consider making an application. To do so, please visit: **https://starfishsearch.com/jobs/wrap-head-transformation/** and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A short supporting statement (maximum two sides) that sets out why you are interested in joining WRAP as its Head of Transformation.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Search closes: 10th February 2023

Suitable candidates will be called for further discussions during the search period

To discuss this role in more detail please contact Catherine Kift on **catherine.kift@starfishsearch.com**

WRAP is committed to diversity and welcomes applicants irrespective of religion, age, sex, sexual orientation, gender reassignment, marital status, disability or race.

