

# VERSUS ARTHRITIS

A woman with short brown hair, smiling, is sitting on a wooden post. She is wearing a cycling jersey that is white with yellow, blue, and green accents. The jersey has "VERSUS ARTHRITIS" printed on the front and sleeve. She is also wearing black cycling leggings. A white bicycle helmet is resting on the handlebars of a bicycle next to her. The background is a blurred green field with trees.

Director of  
Planning and  
Operations  
(Deputy CEO)



# Welcome

Dear Candidate

Thank you for your interest in becoming our new Director of Planning and Operations (Deputy CEO) at Versus Arthritis.

Nearly 19 million people in the UK suffer daily pain, fatigue and isolation from arthritis and related conditions. Despite the enormous impact on the individual, their families and society, arthritis too often remains trivialised and forgotten. This is not alright and as Versus Arthritis we are pushing back.

We used the opportunity of merger at the end of 2017 (bringing together Arthritis Research UK and Arthritis Care) to create a vibrant new organisation with the ambition, drive and resources needed to make a real difference. Our people have worked tirelessly together over the last two years to create this wonderful charity, starting with the needs of people with arthritis, building our culture, values and behaviours and working practices. We have created a powerful new voice and brand that is really cutting through.

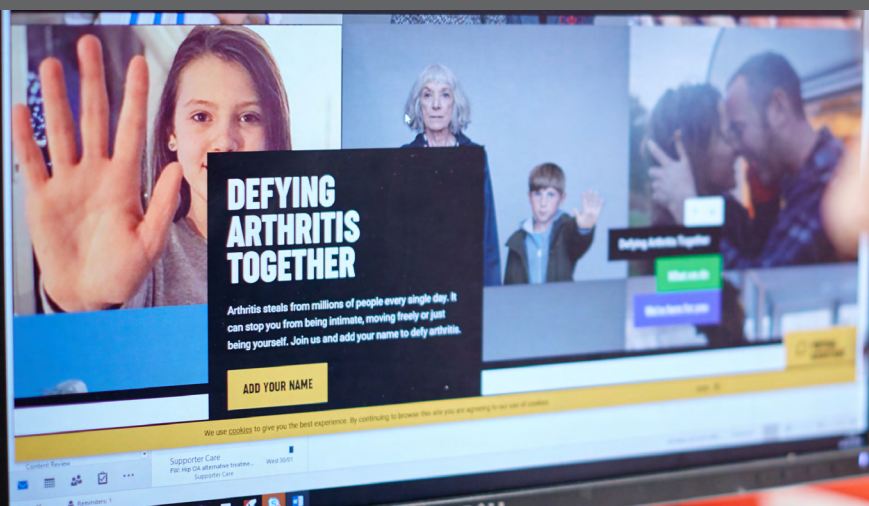
We're now looking for new leaders to join the team that helped create Versus Arthritis, to work with us to make sure the charity fulfils its promise and maximises the impact of our new strategy in a way that is sustainable in the long-term. We must build on our passionate, dynamic and committed culture and continue to make a difference to peoples' lives by scaling up and delivering our charity's activities to impact on the lives of many thousands more people across the UK. We are excited by the opportunity before us and recognise the responsibility we have, to really make a difference to peoples' lives.

As our new Director of Planning and Operations (Deputy CEO), you will play a critical role in our success. Working closely with me, Organisational Leadership Team (OLT) colleagues, Expert Leaders and the Board of Trustees, you will ensure the operations of the charity are aligned, focused, efficient and effective. Overseeing activity across the charity, you will act as deputy to me on operational matters, facilitating the day-to-day business of Versus Arthritis with overarching responsibility for governance, planning, performance measurement and resource allocation.

We're looking for a solutions-based leader with a successful track record of co-ordinating operations in a complex organisation with a clear understanding of what it takes to deliver impactful charitable activities at scale. With exceptional interpersonal skills, you will be a leader who can innovate, set clear direction and inspire and unleash the talent of a multidisciplinary team. Whatever your sector background, you must have strong commercial acumen and be highly numerate with the ability to embed a high-performance culture and clearly determine and articulate resource allocation in a constrained environment.

If you are a progressive leader who shares our values and who has the ability to deliver on our ambitions, I hope you will read on and consider joining something special.

With best wishes  
Liam O'Toole CEO





# About Versus Arthritis

Too many people accept the daily pain, fatigue and isolation that arthritis causes. Too many dismiss it as 'just a bit of arthritis'. But we don't accept it.

Alongside volunteers, healthcare professionals, researchers and friends, we do everything we can to push back against arthritis. Together, we'll continue to develop breakthrough treatments, campaign relentlessly for arthritis to be seen as a priority and support each other whenever we need it.

From challenging and influencing Government to get the big decisions right, to working with people with arthritis and our supporters we are making real headway. But there's still a long way to go, and we won't stop until no-one has to tolerate living with the pain, fatigue and isolation of arthritis.

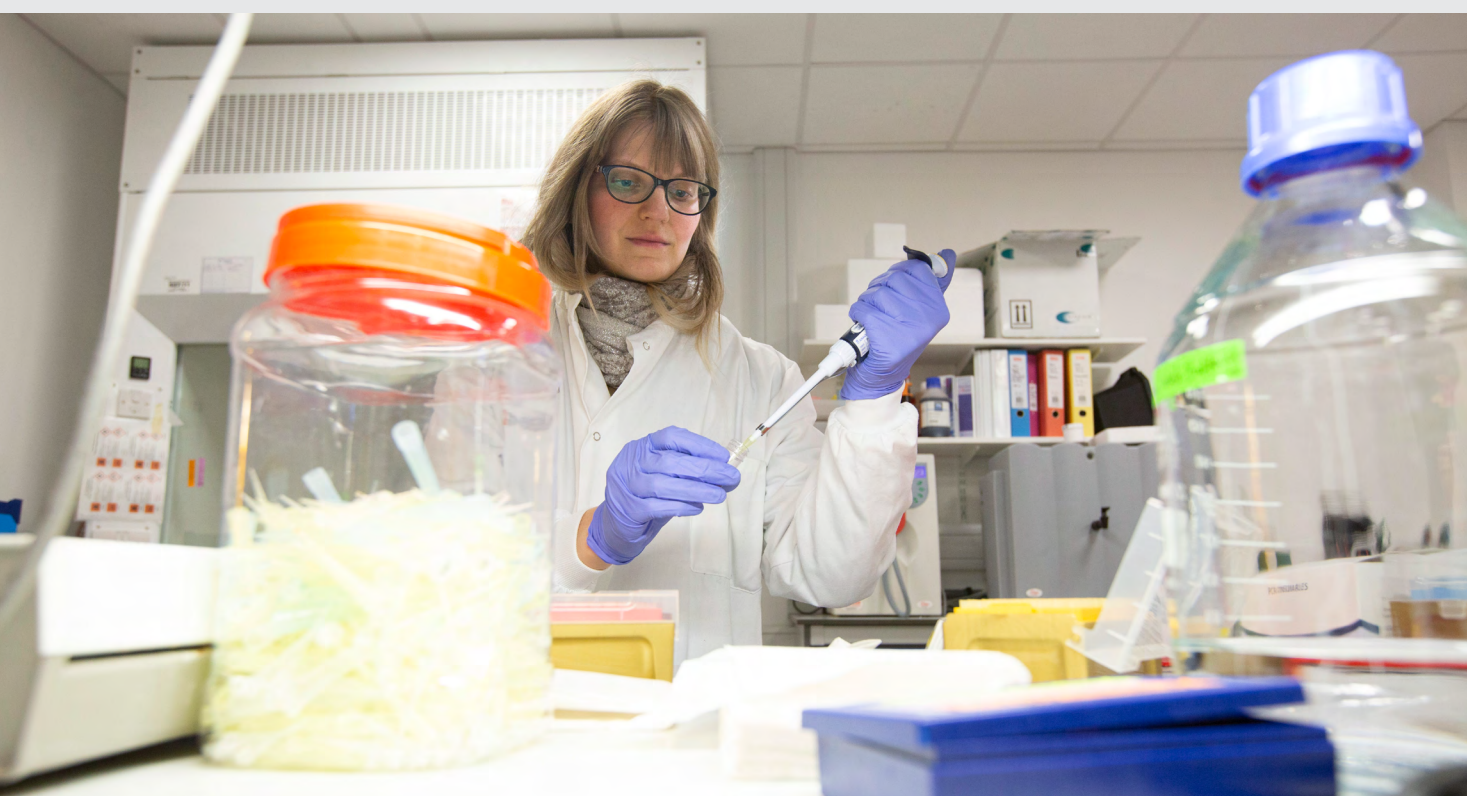
We have big ambitions and all our activities must work together to deliver these. In this way we will build recognition of the impact of arthritis. We will catalyse and galvanise communities across the UK who push back against arthritis. We will find, discover, innovate and enable new solutions, directly provide these and influence others to make big change happen. We will reach and support every child and young person living with arthritis and we will lead the generation and application of research knowledge relevant to arthritis.

Critical to success is growing our income and creating a sustainable organisation equipped and able to deliver the support and solutions that people will look for.

To find out more about us, visit [www.versusarthritis.org](http://www.versusarthritis.org)

## Our Values and Behaviours

- We value our contribution to a truly inclusive and flexible organisation, that prioritises people's health and wellbeing.
- We value learning to increase our impact for people affected by arthritis.
- We value being accountable for our actions and have high expectations of each other.
- We value persevering with challenges when we know it's the right thing to do.



# Main Purpose of the Role

The Director of Planning and Operations (Deputy CEO) will ensure that the charity moves from a period of transformation to a new phase characterised by focus and delivery against our purpose and strategic ambitions. The new Director will establish and embed a coherent and integrated framework for planning and delivering strategic priorities and ensure that all charity resources are effectively utilised.

Overseeing activity across the charity, leading the project and programme office and acting as deputy to the CEO on operational matters, the Director will facilitate the day-to-day business with overarching responsibility for planning, performance measurement, decision making and resource allocation. They will ensure that the business of the senior executive is effectively delivered and effectively aligned with Board and Sub-committee business.

Working in partnership with the Director of Income and Director of Finance in particular to develop and embed commercial acumen across Versus Arthritis, the Director of Planning and Operations (Deputy CEO) will have overarching responsibility for balancing income and expenditure so that delivery at scale with and for people with arthritis is sustainable in the long-term. They will embrace and embed our organisational design principles, oversee the monitoring, analysis and reporting of our performance and make sure that learning is captured and implemented as we progress.

Key to success will be recruiting, developing and leading high performing multi-functional teams to deliver ongoing change and continual improvement. The Director will also lead subject matter experts to deliver core infrastructure operations that support our strategic priorities in a way that is consistent with our values, behaviours and ways of working.

All members of the OLT are expected to keep people with arthritis at the heart of decision making; to actively role model and champion our values and behaviours and flex ways of working. All members of the OLT are expected to:

- Be leaders for Versus Arthritis first and their areas of expertise and responsibility second.
- Provide clear, confident articulation of our organisational purpose and direction of travel.
- Role model and actively embed our values and behaviours across all activities.
- Actively champion our brand values with energy and dynamism.
- Work collectively to consider options, develop solutions and agree actions.
- Be visible when and where needed, both internally and externally.
- Inspire, motivate, support, challenge and develop our people.
- Seek out, support and act on the input and recommendations of expert leads.



# Organisational Design Principles

Organisation Design at Versus Arthritis is the approach to aligning our organisational structures, working practices and systems with our vision, ambitions and strategic priorities to improve our overall performance. In short, making sure what we do, how we do it, and the people involved are all aligned to help us reach our ambitions.

Our approach to organisation design will provide clarity on:

- Structure - how we organise our teams, decision-making and networks.
- Governance and systems - how we manage the rules and standards we all follow which brings consistency and compliance to our working practices.
- Working practices (culture) - how we cultivate an environment which supports our ambitions, values and behaviours.

We want the way that we organise ourselves, make decisions, operate and behave to consistently and coherently reflect our values and our identity as Versus Arthritis. As we prepare to move beyond a period of transformation, we are reviewing what as an organisation we want and need in terms of these three areas. This enables us to analyse the gap between our current state and where we want to be in the future so we can make sure the organisational practices we put in place help bridge that gap.

We have developed the design principles set out below to test recommendations and initiatives and ensure we are all working towards our shared goals.

## The principles

### **Pushing back against arthritis unifies us.**

To achieve our ambitions, we think as a network of communities; people with arthritis, professionals, employees, volunteers, supporters and customers at a UK, national and local level. No matter who or where we are, we think and act as this network of communities working as 'Versus Arthritis' first.

### **We listen, reflect and respond together.**

The voices of our communities (including people with arthritis) are involved in the way we think and the way we act as an organisation. They influence our decision making and are an integral part of our day-to-day working practices. We actively value, respect and demonstrate the trust put in us by our communities by responding to and working collaboratively with our network.

### **We embrace the complexity of our challenge.**

The impacts of arthritis are complex and varied which means we play many roles; as an organisation, as groups and as individuals. Being clear on what we want to achieve and simple in our delivery, allows for complexity in the detail. Whether that relates to activities we deliver ourselves or through influencing and partnering with others.

### **People closest to delivery are equipped and confident to make decisions.**

We always start with and come back to the purpose of the work. We make sure that decisions are made by people who are most informed and closest to the doing. We equip decision-owners to stand by outcomes because they can be confident in the steps and decision-making that led to that point.

### **We value and celebrate each step.**

Each step towards delivering our ambitions, no matter how small, is a success which is celebrated. When the challenges are large, we aren't paralysed - we start small, test, learn and progress. We don't just ask what did we achieve, but what did we learn?

### **Measured choices balance our present and potential impact.**

We balance the investment of our time, money and effort across activities. Between things that will have an impact for people with arthritis now, and those that will make sure we have the strongest platform to grow our impact into the future.

# Management and Key Relationships

<b>Roles managed</b>	<ul style="list-style-type: none"><li>• PA and business administration support</li><li>• Director of Research</li><li>• Director of Finance and Procurement</li><li>• Project Office</li><li>• Risk, Compliance and Legal Leads</li><li>• Head of Governance</li><li>• Performance &amp; Planning Managers</li><li>• Head of Awards and Operations</li></ul>
<b>Reports to</b>	Chief Executive Officer (CEO)
<b>Key Relationships</b>	CEO, OLT, Expert Leaders, Trustees, Chair and Chairs of Board Sub Committees, External stakeholders

## Key responsibilities

1. Responsible for day-to-day management of the charity as a whole, deputising for the CEO.
2. Managing a consistent framework for planning and performance reporting across the organisation. Leading the monitoring, analysis and reporting of our performance and ensure that learning is captured and implemented as we progress.
3. Overseeing the allocation of resources to deliver on the charity's strategic priorities and overarching ambitions and maximise our return on investment
4. Co-ordinating decision-making across the executive and non-executive leadership teams to ensure decisions are made in a timely manner informed by the appropriate level of evidence.
5. Leading OLT business.
6. Ensuring that the charity meets and exceeds its legal and regulatory obligations.

## Key objectives – how success will be demonstrated

- With OLT and Expert Leaders, agree clear, time bound deliverables under each of our ambitions with a realistic number of outputs that can be delivered at a UK-wide scale supported by flexible, effective systems and processes.
- Develop a coherent, integrated framework for planning, monitoring and decision-making in Versus Arthritis that enables and supports delivery at scale and is understood, owned and used by the executive and Board of Trustees.
- Resources in place to deliver supported by organisational systems and processes that enable that delivery.
- Income growth supports long term plans for expenditure.
- High performing teams are in place, equipped and motivated to support organisational delivery.



# Person Specification

## Knowledge and Experience

- Experience of leading operations at Director level in a complex organisation, effectively managing robust planning, monitoring and resource management.
- High-level commercial understanding of how to manage complex budgets and balance income and expenditure over the long-term.
- A proven track record of delivering system and process improvements at an organisational level.
- Successful experience of leading, developing and managing multi-functional teams and of motivating and developing people at all levels.
- An empathy for and understanding of arthritis and other musculoskeletal conditions, their symptoms and effects.

## Skills and leadership style

- Secures the confidence and trust of others; able to manage the business of the charity and deputise for the CEO.
- An able storyteller you will provide a clear and compelling strategic narrative so that our people understand and collectively embrace our ambitions, priorities and ways of working.
- A clear and motivational leadership style with the vision to shape, empower and maintain a high-performance culture in which people thrive and are trusted to deliver to shared objectives.
- Exceptional interpersonal and relationship building capability – collaborative and with a strong customer focus.
- Able to communicate complex concepts and new ideas clearly, consistently and persuasively to key internal and external stakeholders at all levels.
- Exceptional attention to detail and ability to work simultaneously on multiple priorities.
- Strong listening and questioning skills; able to take account of and respond to information from a range of sources when developing plans.

## Personal Attributes

- Comfortable with ambiguity; possesses the drive, energy and resilience to see through change.
- Open to other ways of doing things, proactively seeking out diverse views to inform thinking and decision making.
- Spots and acts on opportunities to innovate and improve effectiveness and impact.
- Leads by example; demonstrates professional excellence and high integrity.
- Strong commitment to the role, vision and values of Versus Arthritis.

# Terms of Appointment

<b>Salary</b>	£105,000
<b>Location</b>	Flexible. Regular presence in all offices including London and Chesterfield
<b>Benefits</b>	Further information on the benefits offered by Versus Arthritis to their employees can be found at <a href="http://www.versusarthritis.org/about-us/work-for-us/what-we-offer/">www.versusarthritis.org/about-us/work-for-us/what-we-offer/</a>





# How to Apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact [katy.giddens@starfishsearch.com](mailto:katy.giddens@starfishsearch.com) and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/versus-arthritis-director-planning-operations/> and click on the apply now button, with the following prepared:

- your CV (no more than three sides)
- a supporting statement that sets out why you think this role is the right move for you and how you meet the Experience and Knowledge criteria
- we would be grateful if you would also tell us your current salary details and any dates when you are not available to attend interview

Closing date	Friday 1st May 2020
Preliminary interviews with Starfish Search	w/c 11th and w/c 18th May 2020
First Round interviews with Versus Arthritis	w/c 1st June and 8th 2020
Final Interviews with Versus Arthritis	w/c 15th and 22nd June 2020





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