



The
Wilf Ward
Family Trust

Director of
Organisational
Development and
Resources



Starfish

Welcome

Dear candidate,

Thank you so much for your interest in the role of Director of Organisational Development and Resources. I hope that the information contained within the candidate pack provides you with a clear idea of the values and ambitions of the Trust. It will come as no surprise to you that the past two years have been difficult, but our managers and staff have fought hard to keep the individuals we support safe and meaningfully engaged. I am incredibly proud of all that we have done during the pandemic and of what we are doing now to keep services safe as we struggle with declining funding, alongside recruitment and retention challenges across all our services.

As we (hopefully) leave the pandemic behind and look to overcome the challenges that lie ahead, we have recognised that the speed of change that was happening because of covid is beginning to slow down again. Although we are a financially and reputationally strong organisation, we recognise that we need to invest more heavily in our staff, our infrastructure and our willingness to take calculated risks to ensure we overcome the challenges of the future.

This new role encompasses a wide brief covering HR, Finance, IT and Estates. Working closely alongside me and our new Director of Operations we are looking to you to provide visionary leadership across the Trust to embed a culture of continuous improvement, and one which places the individuals we support at the heart of everything we do. You will bring a track record in organisational development where you will have used your knowledge of OD to support organisational growth and change. Although you don't need a financial qualification, you will be financially literate and be comfortable leading the finance team and reporting to a Board.

We are looking for an ambitious and aspirational leader with deep integrity and a strong sense of purpose. You will be strategic and thoughtful with a clear vision and a collegiate and collaborative approach. Comfortable with challenge and complexity you will thrive in organisations which continually push for improvement. You do not need to be proven at this level already as long as you can demonstrate that you share our values and bring the leadership qualities and skills to enable our organisation and the people who live and work here to flourish.

The Trust is an organisation where we care deeply for the individuals we support, and we have supported a significant majority of them for a decade or more. Similarly, a significant majority of our staff have worked for us for more than five years. At a time when people as a resource has become increasingly important we want to develop an organisation that pays its staff as well as possible, provides them with best in sector opportunities to learn and grow, and where we want to encourage greater staff participation in helping us build our future services.

Our annualised turnover for 2022/23 will be circa £22m. We feel that we need to grow further to become an organisation that has a turnover of around £30m. This will mean that we will have sufficient overhead cover to deliver the necessary support in continually challenging times, without becoming too big so that we lose the family feel and knowledge of our services that makes us what we are. We see this role and the entire support services team, working in partnership with operational and external colleagues, as a significant contributor to helping make this happen.

If this vision excites you and sounds like something you would like to be part of we would love to hear from you.

With my best wishes,

Paul McCay
Chief Executive

About us

The Wilf Ward Family Trust was founded in 1986 by Wilf and Phyllis Ward to give relief to carers through the provision of residential respite units and day facilities. Since then, we have grown across Yorkshire, providing more than 70 residential and supported living services for adults with profound learning and physical disabilities.

We strive to provide safe and homely environments that focus on delivering personalised support and active involvement with local communities. Our vision is that the individuals we support are enabled to lead extraordinary lives through outstanding support. We support individuals with profound and multiple learning disabilities to play an active part in our organisation, their community, to become citizens with a life of meaning and purpose.

This is made possible by assisting everyone to control their own life using technology, by their support teams using active listening and observations, and by working in partnership with families, friends and other professionals.

Our Mission, Vision and Values

The work of The Wilf Ward Family Trust is built around a core mission, vision and set of values.

Our Mission

Challenging ourselves and others to provide choice and opportunity for adults with learning disabilities.

Our Vision

Enabling extraordinary lives through outstanding support.

Our Values

We will:

- Act with honesty, fairness and integrity
- Keep the person at the centre of everything we do
- Listen, learn, reflect and grow
- Maintain inclusive and respectful relationships
- Value, respect and develop people.



Our Services

During its long history, the Trust has developed strong expertise in supporting individuals with learning disabilities, profound needs and challenging behaviours.

Our services are comprised of a range of different types of accommodation (respite, registered care or supported living). As is often the case in learning disability services we operate each service with a high staff to individual support ratio. Most of our services support four or less individuals, usually in well-established shared households. Our largest service, Sherburn House, can support up to 12 people. The way we work means that we develop strong and lasting relationships with the individuals we support and their families. We encourage Active Support principles in all our services to ensure each individual engages in activities that are beneficial and important to them.

We also have two accessible holiday homes in Filey. These properties are available to hire all year round and each property can accommodate up to 7 people.

The Trust supports individuals across the Yorkshire and Humber regions. From the East Coast including Whitby, Bridlington and Beverley, to the west side of Leeds, and from Northallerton, to Selby and Wakefield, and most places in-between, we are able to provide an outstanding service to the people of Yorkshire.

Strategic Objectives

The Board has committed to the delivery of a Forward Plan that will focus on several key strategic themes. The strategic themes can be summarised as follows:

- Developing Active Support across the whole organisation.
- Developing new approaches to the ways in which we deliver services and who we deliver our services to.
- Utilising digital and social media to promote the work of the Trust and to enhance the lives of the individuals we support.
- Exploring how we can develop stronger partnerships both within and external to the communities that we live and work in.
- Working with staff teams, individuals and families to develop Equality, Diversity and Inclusiveness throughout everything we do.
- Developing a person-centred health and wellbeing programme for every individual we support.
- Striving to become proactive in Health & Safety.
- Changing how we market the opportunities provided by the Trust to encourage more staff to join us and to encourage more organisations to want to work in partnership with us.
- Developing our people beyond minimum expectations, looking at building the best staff and managers in the sector.

We have begun to develop partnerships with a local university and with a higher education group to offer training opportunities to students in occupational therapy, physiotherapy, and social care. We are looking at developing a peer-led group on Safeguarding practice that will be supported by researchers from a local university. We are also exploring how we can develop one of our care homes into a Teaching Care Home, that will create a centre of learning and excellence for profound and multiple learning disability provision across the region. All senior staff are expected to undertake the IOSH Managing Safely qualification and become members of the organisation wide Health & Safety Group. We have just trained 30 senior managers in a Level 7 in Strategic Resilience and Wellbeing course as part of our commitment to re-focusing our organisational culture on staff well-being. We are also intending to train 1 in every 4 members of staff in Mental Health First Aid and we are developing mental health champions via qualifications in community resilience and mental health.

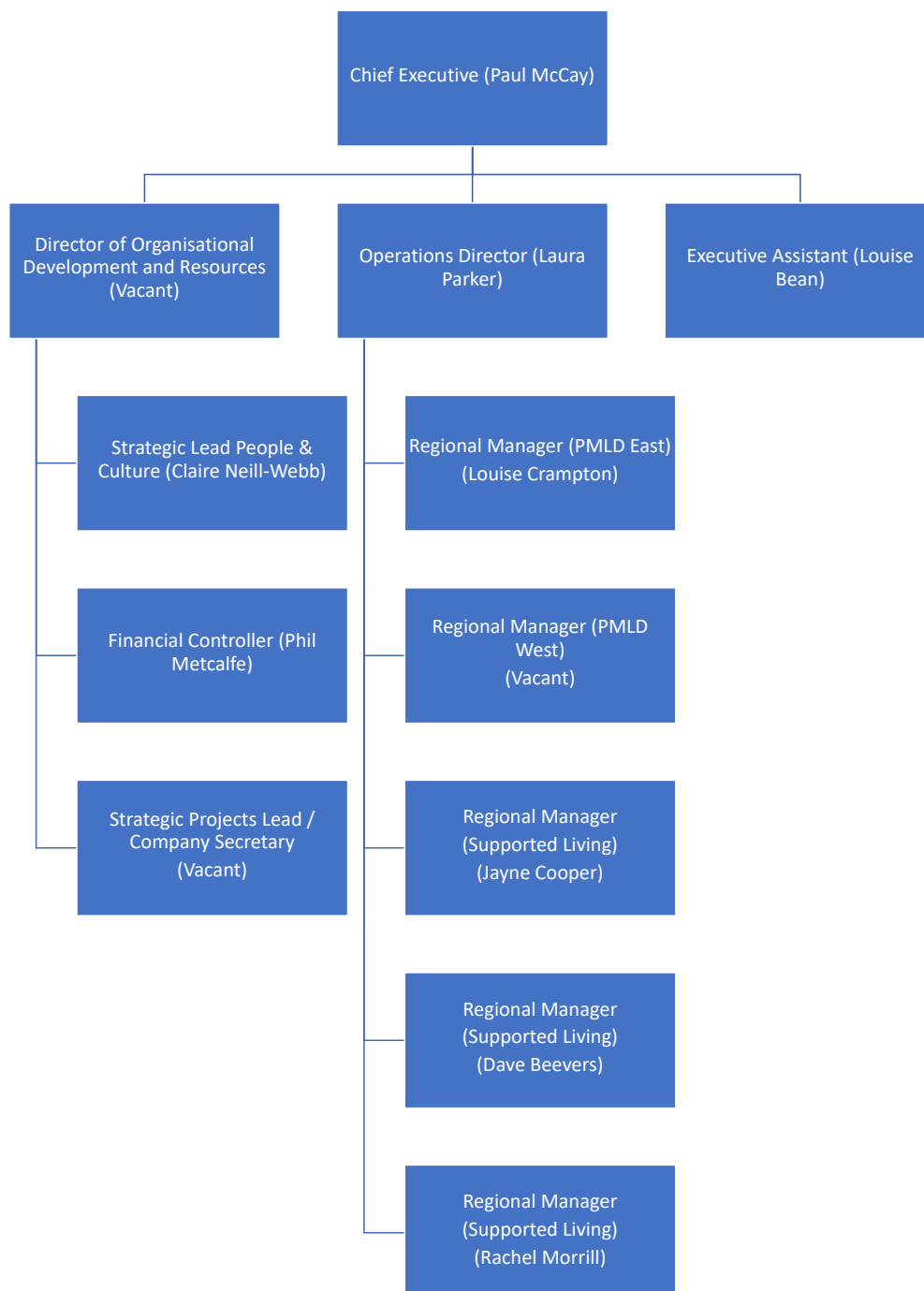
Useful links:

[Annual Report for 2020/2021](#)

[Our latest CQC reports](#)

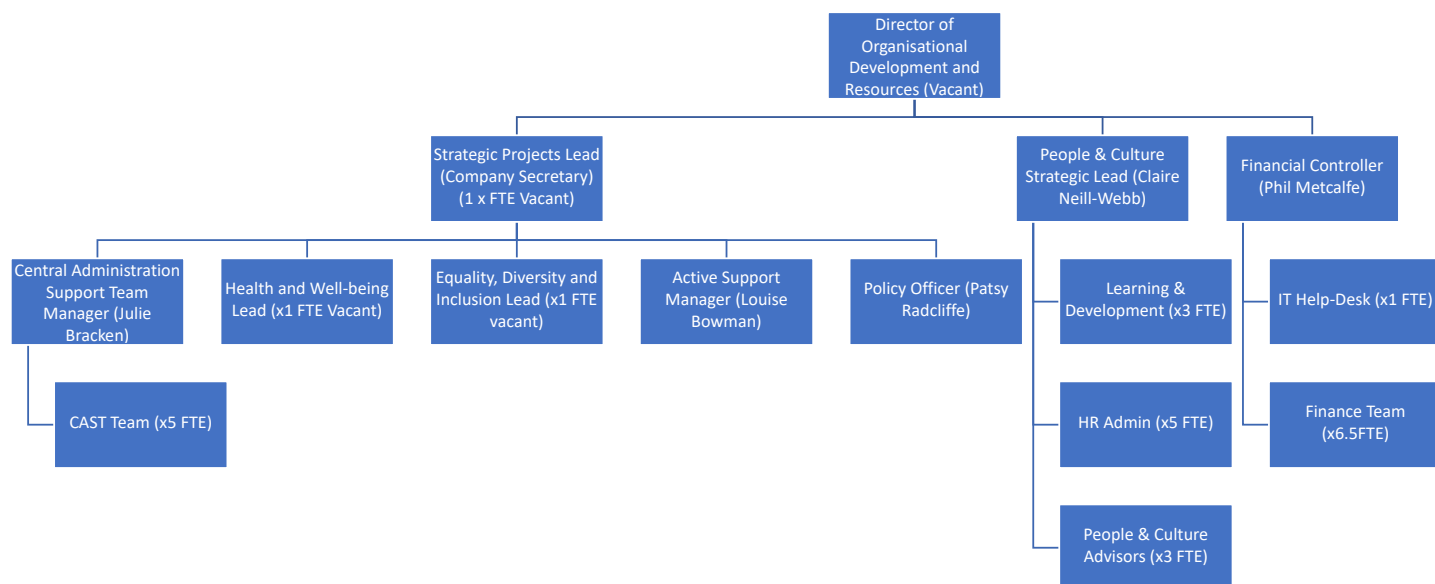
Organisation Charts

Leadership Team Structure



Organisation Charts

Director of OD and Resources Structure Chart



Job Title: Director of Organisational Development and Resources

Reports to: Chief Executive

Inclusivity at WWFT:

We are working through a programme of change to ensure that we welcome everyone. We believe that what makes us different brings diversity of thought, style and experiences, and helps us collectively to do our best work to enable the people we support to live their best lives.

Role overview

The Director of Organisational Development and Resources will carry out all responsibilities in ways that align with the Trust's values and expected behaviours, to promote inclusivity, ensure commercial viability of all services and work with internal and external colleagues to enable the Trust to become the leading employer of choice within the charity and social care sectors.

You will manage a portfolio of functions (including People & Culture, Finance & IT and Strategy & Governance) assuming leadership of these teams, to assist the CEO and Board to achieve the Trust's strategic objectives.

You will provide sound leadership across the Trust, mitigating risk and offering assurance to the Board and Leadership Team.

You will act as a trusted adviser and discrete challenger to the Board ensuring that the Trust has in place effective and efficient corporate governance arrangements and is compliant with legal and regulatory requirements and guidance (as discharged through the Company Secretary).

Deputise for the CEO as appropriate.

Main responsibilities

I will:

- Build and maintain effective working relationships with all stakeholders to encourage inclusivity and ensure that these relationships are mutually beneficial and enable the people we support to live their best lives.
- Lead, manage and develop the teams in my responsibility in line with the Trust's values and the principles of equality, diversity and inclusion.
- Oversee expenditure against the budget for each department within my portfolio.
- Lead on GDPR for the Trust.
- Oversee a range of responsibilities including but not exclusively limited to insurance, policy management, appointment of suppliers and contractors, minute taking and record keeping services for the Board and its Committees.

People and Culture & Organisational Development

- Assist the CEO in ensuring that the organisational development agenda supports the Trust's strategic priorities and integrates with our approach to Active Support for the people we support.
- Lead and role model excellent governance and the use of data and insight gathered from data, to inform strategy and plans to develop the workforce of the future.
- Role model the organisational values to develop a culture of continuous improvement, collaboration and appreciative inquiry.
- Act as the champion for a culture based on performance reporting, measurement, evaluation, action learning and continuous improvement.
- Oversee HR policies processes and procedures making sure that these are fit for purpose, legally compliant and aligned with good practice.
- Lead on the development and implementation of the people and culture strategies.
- Oversee and role model the Trust's approach to Equality Diversity and Inclusion, to support the evolution of a truly inclusive culture.
- Oversee and role model the Trust's approach to the health and wellbeing of our people.
- Develop a workplace culture based on the values of the Trust and supported by coaching, feedback and mentoring.

Strategy and Governance

- Ensure the effective provision of Central Administration services.
- Oversee marketing and social media activity, ensuring this supports the aims and strategic priorities of the Trust and actively promotes the principles of equality diversity and inclusion.
- Serve as a member of the Trust's GDPR group with specific governance responsibilities.
- Oversee all policy management on behalf of the Trust.
- Oversee the company secretariate and corporate governance matters of the Trust and work to continually improve these.
- Keep up to date and ahead of regulation and legislation changes, ensuring that policies and procedures are developed, updated and implemented in a timely way to ensure ongoing compliance and adherence with good practice.
- Liaise with external regulators (Charity Commission, CQC Companies House etc) auditors, legal and other advisors as appropriate.
- Advise Trustees and Senior Leaders on matters of best practice in relation to corporate governance processes, legislation and charity law ensuring good communications with them and working collaboratively in the best interests of the Trust.
- Ensure that appropriate processes and records are maintained in line with GDPR.
- Work collaboratively with colleagues to design and deliver the key elements of the strategy with a particular emphasis on the delivery of the People Plan, Digital, EDI, Health & Well-being and Active Support.

Finance and IT

- Provide financial leadership to the CEO, Leadership Team and Board.
- Make active use of financial planning and forecasting scenarios to support delivery of the Trust's strategic priorities.
- Ensure that effective accounting records, financial control systems and clear, timely and accurate financial reports are produced in line with the annual cycle and key milestones.
- Ensure timely and accurate production of the Trustees' Annual Financial Statements.
- Enable the Board to ensure that it meets all statutory, financial and regulatory obligations.
- Oversee and manage the processing of payroll, pension arrangements and other benefits.
- Lead on the development and implementation of the Trust's IT strategy in line with strategic and operational priorities.
- Ensure mitigation of the risks associated with GDPR, fraud and cyber security.
- Oversee and liaise with relevant professional advisors such as Audit, Investments, Legal and Insurance services.

Person Specification

Knowledge & Experience

- Experience of working at a strategic level contributing to organisational strategy.
- Good working knowledge of how different functions in the directorate operate, how they should be operating and how they benefit the wider organisation.
- Broad experience of designing, implementing and delivering organisation wide change programmes.
- Numeracy, analytical and problem-solving skills with evidence of using evidence based decision making to lead change.
- Understanding of the UK charity sector (or related sector) or the ability to acquire the required knowledge.
- Working knowledge of Data Protection.
- Awareness of employment law.
- Recognised professional qualification appropriate to the role specification e.g. in People Management or Strategic Leadership.
- An ability to use Microsoft 365 to a high standard.

Desirable

- Experience in a similar role or able to demonstrate experience in leadership roles across Finance, Governance, Strategy and Organisational Development.
- UK driving licence.

Skills & Abilities

- The ability to think strategically including the ability to think ahead and plan accordingly.
- Collaborative approach to leadership, with the ability to work with others to achieve organisational goals.
- A diplomatic and engaging approach with good influencing skills.
- Proactive and responsive to minimal guidance and direction.
- Highly self-motivated and with a strong 'can-do' attitude.
- Strong verbal and written communication skills and a professional approach to working with people at all levels.
- High level of attention to detail.
- Resilient and has a high work commitment.
- The ability to inspire others behind an organisational vision.

Style & Behaviours

- Committed to working in ways that promote equality, diversity and inclusion.
- Committed to following the Nolan Principles of Public Service.
- Behaves with integrity and discretion when handling confidential information.
- Willing to upwardly challenge.
- Committed to continuous professional development and learning.

Terms of Appointment

Salary

The salary for this role is circa £84,000 per annum on a permanent full-time basis.

Location

We have several office locations across North Yorkshire, Leeds and York. We do understand that the pandemic has created a new hybrid- model of working, that includes working from home. Whilst we recognise this is something that is attractive for many, we do believe that our staff and the individuals we support benefit most from highly visible leaders, who are willing to roll their sleeves up and walk the floor.

As such we would expect the successful applicant to be able to visit services on a regular basis and to develop a deep knowledge of the staff and individuals at each service.

Address: Westgate House, 5 Westgate, Pickering, North Yorkshire, YO18 8BA

Annual leave

30 Days plus 8 Bank Holidays

Pension

5% Employee Contribution / 10% Employer

Additional benefits

EAP, Support with Professional Development, Life Insurance (x2 Annual Salary) – Director Level Benefits currently under review, including salary likely to be considered for a cost-of-living increase.



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 Joëlle Prins on Joelle.prins@starfishsearch.com and we will be happy to arrange a call.

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

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

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.

Closing date: Monday 13th June 2022

Preliminary interviews with Starfish: w/c 27th June 2022

Interviews with Wilf Ward Family Trust: Tuesday 12th July 2022

