

# **Director of Operations Recruitment Pack**

**May 2024**

# Thank you!

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Thank you very much for your interest in this Director of Operations role at Papworth Trust.

On the following pages, you will find details of the role and the selection process.

You will no doubt undertake your own due diligence, however please do read this pack carefully as it will provide you with a good overview of the organisation and role.

Feel free to contact Emma Grace at polkadotfrog with any questions you may have, she is contactable on 01473 213 136 or [emma@polkadotfrog.co.uk](mailto:emma@polkadotfrog.co.uk)

**The role closes at 9am on Thursday 31 May 2024 and formal interviews will be held on Thursday 13<sup>th</sup> June at the Papworth Trust Head office in Huntingdon.**

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# Welcome to Papworth Trust

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Papworth Trust provides a range of high quality services to support disabled people. Our organisational strategy is to deliver great quality homes, jobs and services that enable our customers to achieve their aspirations, and our Work, Care and Day Opportunities are fundamental in delivering our strategy and our purpose.

We are known as an organisation that gets things done and we have ambition to drive positive change and growth across our services, by understanding the needs and aspirations of current customers and those who wish to attend our services in the future whilst building strong relationships with commissioners to be the preferred provider of Work, Care and Day Opportunities in the region, and beyond.

We are also known as an organisation with a positive staff culture, with our talented and dedicated teams across all our services. Our new Director will be leading a strong team, supported by passionate leaders in the operational areas. It is important to us that our new Director embraces the ongoing professional development of these strong teams and is an empowering and dynamic leader.

This role is also part of our Executive leadership team, and we will look to our new Director to lead on growing and delivering high quality services within these operational areas for Papworth Trust. We are a collaborative executive team, and we have a large responsibility to deliver services responsibly both as a charity and registered housing provider. We do a lot with a little, which happens through supportive challenge, and keeping our customers' needs at the heart of strategy.

We believe our customers and our culture are quite special, and it is our privilege as an executive team to deliver a strategy that means we can continue to have a positive impact on the lives of disabled people. It's always an exciting time to welcome a new executive colleague to our team, and we hope you feel as excited about Papworth Trust as we do.



Sarah Miller  
Chief Executive Office

## About Papworth Trust

Papworth Trust is a leading disability charity that support thousands of people, their families, and carers every year.

Our work includes providing a range of high-quality services for disabled and disadvantaged people and campaigning for changes that disabled people want.

Our **vision** is for a world where disabled people are seen for who they are.

Our **mission** is to support disabled people to have equality, choice, and independence.

### Our desired culture

Our culture drives how our activities are carried out, both internally and externally, and how we interact and engage with our staff, customers, partners, suppliers, the media and all other stakeholders. It represents our identity, employer brand, and determines how all stakeholders perceive us.

A strong positive culture helps us to recruit and retain the best people in a challenging employment market and strengthens happiness at work, which in turn produces delivery of high-quality services.

Our desired culture statement describes the culture we are committed to embedding across the Trust:

***We believe in a culture of openness and kindness, where mutual respect and honesty are the norm.***

***We embrace diversity and inclusion, encourage staff to learn and develop, and value working together to develop and deliver great services to our customers.***



## Our History

In 2017, Papworth Trust celebrated its 100th anniversary. Starting in 1917 as a tuberculosis settlement, we have always worked with disabled people.

For the last 50 years, we have offered essential services to disabled and older people including care and support, leisure and learning activities, help with work and training and rehabilitation.

## Cambridgeshire Tuberculosis Colony

We were started by social pioneer, Dr (later Sir) Pendrill Varrier-Jones, who founded the Cambridgeshire Tuberculosis Colony.

The colony began at Bourn in Cambridgeshire in 1917. However, Varrier-Jones soon collected enough funding (£6,000) to purchase Papworth Hall, and the colony moved to the village of Papworth Everard the following year. With the hall came most of the land in the village and, under Varrier-Jones' management, the colony rapidly expanded.

His aim was to rehabilitate Tuberculosis (TB) sufferers by providing treatment for them - surgery and 'fresh air' - and by offering them appropriate work and housing.

## Providing opportunities for work

When the hall eventually became too small, a new hospital was built.

In the 1930s, factories were also constructed to offer work opportunities. The Papworth Industries became a great success, expanding over many years under the trademark of Pendragon Industries. They included the manufacture of travel goods, carpentry, cabinet making, leather work and printing.

Coach building was set up in 1947 making, amongst other vehicles, the Green Goddess fire trucks. We also built vehicles for BT, Royal Mail, Parcelforce, St John Ambulance and the NHS Ambulance trusts.



## Expanding services to disabled people

The Papworth village settlement continued to accommodate TB patients until 1957 - some patients still live in the village. Following the arrival of a cure for TB, the principle of supporting people to live independently was then extended to a wide range of disabled people.



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Many disabled people came to Papworth Everard for training, with some subsequently remaining in the village, and others returning home to work elsewhere. The hospital itself passed to the newly formed National Health Service in 1954.

Papworth Trust was formally created in **1963**.



### Royal Patronage

Royal patronage played a significant part in the early life of Papworth Trust, and Royal visits were commonplace during the 1920s and 1930s. This association continues today. We were honoured to celebrate our 100th anniversary in 2017 in the presence of HRH Duchess of Gloucester, in her role as Patron of Papworth Trust.

### Our Strategy

Papworth Trust's Strategy Document sets out our vision and priorities around the areas of housing, employment, care and day services. Each of these areas is integral to the wellbeing and needs of disabled people.

In addition, our Strategy also focuses on our values and outcomes, the development of a new engagement strategy and a comprehensive funding plan.

We recognise that our staff and volunteers are essential for us to deliver effective services that can positively impact disabled people's lives. So 'Our People' is a big priority within the document.

We are passionate about our customers being at the centre of everything we do.

***"I have always admired Papworth Trust. The ethos and aims of the charity have always been very powerful. It is an organisation that gets things done and makes a difference." - Papworth Trust donor.***

### Our People

Papworth Trust has 230 staff working for the charity throughout the East of England, of whom 27% have declared they have a disability. We also have a fantastic and dedicated group of volunteers working with us, both in the head office at Saxongate and across our various geographical areas in the East of England.

### Our Patron

We are very proud to have HRH The Duchess of Gloucester as Patron of Papworth Trust.



# Our Executive Team

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### **Sarah Miller, Chief Executive Officer**

Sarah joined Papworth Trust in 2018 and has worked in the social care sector for over 30 years. She began as a support worker in the 1980s and has worked for RNID, Sense and The Guinness Partnership in a range of operational roles. Prior to the Trust she was Deputy Chief Executive with Walsingham Support, a national disability charity. Sarah is a Trustee of Walsingham Support and a Parish Councillor with Boughton Parish Council. She has an NHS BA (hons) in Healthcare, Care Management, an MSc in Adults with Learning Difficulties and significant needs and an MBA and is a Chartered member of the Chartered Institute of Housing (CIH).



### **Mark Blake, Director of Finance and IT and Company Secretary**

Mark is the Director of Finance and IT and Company Secretary, also fulfilling similar roles for our sister charity, the Varrier-Jones Foundation. Having qualified whilst working in manufacturing industries, Mark has gained a wide range of experience leading multi-disciplinary teams and change projects, from large PLC's to international charities. Mark has been with the Trust since 2016, joining as Director of Central Services, supporting a range of transformation programmes to improve the efficiency and effectiveness of the Trust.



## Director of Operations



### **Sarah Harvey, Director of People and Culture**

Sarah joined the Executive Team of Papworth Trust in February 2021. Sarah has worked in a number of HR roles in health and social care, education, the third sector and financial services, driving the delivery of high quality, value added people services. She is a Chartered Fellow of the Chartered Institute of Personnel and Development (CIPD).



### **Chris Bull, Director of Housing and Property**

Chris has worked in the housing sector for over 20 years and joined Papworth Trust in 2024. He has worked at a variety of organisations, most recently heading up the delivery of housing services at Metropolitan Thames Valley housing (MTVH), one of the largest G15 providers, across London, the Midlands and the East of England. Chris has a huge passion for delivering an excellent customer experience, involving customers at all levels of service development and in providing quality homes. He has a MSc in Housing and is Chartered Member of the Chartered Institute of Housing (CIH).

# Trustees

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## Our Trustees

Papworth Trust's Board of Trustees have collective responsibility for the financial health and wellbeing of the organisation.

Papworth Trust's Board has collective responsibility for the financial health and wellbeing of the organisation, holding the charity in trust for present and future beneficiaries, and making sure that it remains true to its charitable objects.

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### **Brian Stewart OBE, Chair**

Brian is now a portfolio non-executive director, consultant and trustee, following an executive career in local and regional government to 2010. He was the Chief Executive of two Scottish unitary local authorities, and the Chief Executive of the former East of England Regional Assembly. He was part of the NED team which secured Foundation Trust status for the West Suffolk Hospital in 2012 and also chaired the Board of the Theatre Royal in Bury St Edmunds. More recently he was a main Board member of Clarion Housing Group, and Vice Chair of its stockholding subsidiary. He also was Vice Chair of Ormiston Families, a regional children and families charity operating across East Anglia. His current portfolio includes chairing the Anglian (Great Ouse) Regional Flood and Coastal Committee, chairing the Sizewell C Community Forum, and Panel Member work for HS2 on discretionary compensation schemes. He lives near Bury St Edmunds.



### **Mike Anderson, Treasurer**

Mike is a Chartered Accountant and a Fellow of the Association of Corporate Treasurers. Mike is now retired after spending over 34 years in the financial services sector, 26 years of which were with the HSBC Group working in their Luxembourg, Amsterdam, New York and London offices. He held senior Finance and Treasury leadership positions with HSBC, including Deputy Chief Financial Officer for Global Private Banking, Group Head of Asset & Liability Management, and Chief Financial Officer for the Global Banking division. He also served as Secretary to the HSBC Group Risk Committee. Mike became a Trustee in 2020, and is also a non-executive director of Outward Housing.

## Director of Operations



### **Vanessa Stanislas**

Vanessa has worked in the third sector since 1998, following a long and varied career at the Department for Work and Pensions. She was the Director of External Services at Disability Alliance before becoming its CEO in 2006. She worked as the Director of HR and Operations of the music therapy charity Nordoff Robbins and as Director of Quality at Scope, where she was responsible for the quality and regulatory compliance of 100+ registered care homes. Vanessa is currently the Director of Safeguarding and Incident Management for the International Planned Parenthood Federation. She is passionate about equity, equality (particularly disability equality) and is a practising antiracist and diversity champion. Vanessa became a Trustee in 2017.



### **Andrew Williams**

Andrew spent over 40 years working in Social Housing, retiring in 2018. His early career began in housing management in Central London, graduating to Director of Housing with Southern Housing Group. In 2004 he moved to Peterborough to become Managing Director of Nene Housing Society. He orchestrated Nene joining the Accent Group and initiating a development programme delivering 1200 new homes over 7 years. Following full consolidation of Nene into Accent Group in 2010, Andrew took on national roles for Accent as Executive Director of Customer Services for its 20,000 homes and for the last two years led on Strategic Projects including responsibility for development and ICT. Andrew became a Trustee in 2020.



### **Jane Carmichael**

A dual US/UK citizen, Jane started out as a financial journalist with Forbes Magazine in New York, then studied for an MBA and became a business strategy consultant based first in New York and subsequently in London. During her 17 years in consulting, Jane was a partner or director in three major international firms and advised the Boards of large companies across many industry sectors, ultimately focusing mainly on retailing. From 2002 to 2008 she retrained as a solicitor and spent the final phase of her career as an in-house legal adviser to HMRC, the Treasury and the Financial Conduct Authority. Jane retired from paid employment in 2018 and became a Trustee in 2020.

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### **Amy Carter**

Amy is a Senior Associate in the Charities and Philanthropy Team at Withers LLP. As a charity solicitor, she advises on a range of legal issues affecting charities and those working with and giving to charities. She regularly speaks on topics relating to charity governance and regulation and is an active member of the Charity Law Association.

Amy has previously been a trustee of the Nightline Association, a student mental health charity, and CHUMS Charity which funds mental health support for children and families in Luton, Bedfordshire, and Cambridgeshire. Amy became a trustee in 2022.



### **Grazina Berry**

Grazina Berry is a charity leader, passionate about tackling social and health inequalities, and improving the quality of life for vulnerable people and communities. She's led grassroots charities, most recently as CEO of Overcoming MS, the world's leading multiple sclerosis healthy lifestyle charity, and prior to that, a rare disease focused organisation, the Aplastic Anaemia Trust, where she helped expand reach to include families with children and young people affected by a life threatening rare condition, and built productive partnerships with clinical and research teams at Great Ormond Street Hospital and King's College, London. As Group Director of Performance, Quality and Innovation at the Richmond Fellowship, part of Recovery Focus Group, Grazina led the development and implementation of the 'Working Together' Strategy to empower people with lived experience of mental ill health to help improve existing and create new services. Grazina cares deeply about inclusion, empowerment and collaborative action, and is delighted to have joined the Papworth Trust Board, where she is looking forward to making a meaningful contribution as Trustee.



## Director of Operations



### **Penny Metcalfe**

Penny has worked in the housing sector for 20 years. She brings experience of building homes, regeneration, specialist housing and partnership working. Penny is committed to organisations with a clear purpose and strong values, like Papworth Trust. As an executive director responsible for good growth, Penny believes success depends on hearing and acting on the voices of customers and stakeholders.



### **Jack Hardiman**

Jack is a CFA charter holder and an Associate Investment Director at Cambridge Associates where he is responsible for constructing portfolios for a range of Pension, Endowment and Foundation and Private Family clients. Jack started his career at the Wellcome Trust, a charitable foundation focused on health research, working across various roles in Investments, Finance, Insight and Analysis and Public Affairs. He has been a Co-opted Governor at Edith Neville Primary School since 2020, where he acts as Chair of the Resources Committee, and was previously a founding committee member at Warwick Youth PHAB, a youth club to support and build a community for children with and without disabilities. He became a Trustee in 2023.

## Role profile

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### JOB DESCRIPTION

<b><u>Job Title:</u></b>	Director of Operations
<b><u>Department:</u></b>	Executive Team
<b><u>Reporting to:</u></b>	Chief Executive
<b><u>Responsible for:</u></b>	Work, Care and Day Opportunities
<b><u>Contractual office base:</u></b>	Huntingdon
<b><u>Job role type:</u></b>	Hybrid working, with working from Papworth Trust offices or other locations as needed for effective delivery of the role

#### **Main Job Function:**

To be an effective member of the Executive Team, working collaboratively with the Chief Executive, Board and colleagues to lead on the development, quality, delivery and sustainable growth of the Trust's Work, Care and Day Opportunities services.

As part of the Executive Team to deliver great quality services, meet our strategic objectives and the needs of

our customers and tenants whilst ensuring the Trust is a compliant, sustainable, ambitious, dynamic, and a successful organisation, championing disability awareness in all aspects of the work.

#### **Main Duties**

##### **Executive Team**

- Contribute to the formulation and development of the Trust's strategic direction, role model the Trust's values, behaviours and desired culture and champion our customers' voice to influence and shape the Trust's delivery of great services.
- As part of the Executive Team, to ensure that the Trust meets its statutory, regulatory, legal and professional requirements, remains financially viable and demonstrates value for money.

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- As an effective member of the Executive Team adapt to the organisational needs and business priorities, anticipating and responding to sector changes and market intelligence, ensuring planning and forecasting assumptions are fit for purpose and inform our business plan.
- Provide support to the Board and Executive Team in creating the Trust's long-term strategy, understanding the needs of the areas of operations, ensuring planning and forecasting assumptions are fit for purpose and inform our business plan
- Reporting to the Board, Committees and Executive on the performance of the three operational areas, providing assurance and oversight of any risks and opportunities for improvement or growth
- Proactively develop networks to support the effective co-ordination and delivery of services with other organisations, agencies and partners
- Maintain and update professional knowledge and provide advice and assistance to colleagues as required

### Operations

- To ensure that all Care Quality Commission (CQC) registered services are inspection ready, achieving a minimum of CQC rating of Good and work towards Outstanding
  - Contribute to and ensure delivery against operational Key Performance Indicators (KPIs) to evidence effective operational management and drive improving performance
  - Track and communicate KPIs clearly and succinctly. Ensure that progress and results are easy to access and credible in order that teams are enabled to focus on remedies and delivery.
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- Work with the Executive Team to translate strategy into clear objectives managed through effective business and performance reviews.
  - Lead and enable compliance on all regulatory and mandated matters including CQC, safeguarding, mental capacity, data protection, health and safety, employment legislation (including discrimination) and other regulations as introduced. This includes completing relevant training and ensuring that any concerns are reported by Managers as required
  - To work with the Director of Property and Maintenance to support the organisations approach to net zero carbon
  - Ensure delivery of dynamic services whilst maintaining the highest standards of customer care
  - Assess and report on local needs in order to develop and communicate policy and best practice on present and future customers needs
  - Work with a range of colleagues to ensure effective resources, equipment and systems are in place to support effective service delivery and growth.



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- Enable innovation through monitoring and reviewing all Work, Care and Day services to ensure that they are effective and responsive whilst meeting the demands and aspirations of customers
- Plan and deliver cost effective services to current and future customers, delivering a comprehensive and expanding range of services to meet customers' needs and aspirations in the context of market demand
- In all aspects of the work, promote effective communications, excellence in customer service and a focus on continuous improvement

### **Leadership and Management**

- Lead and inspire change and a high performance culture, which drives continuous improvement, efficiencies whilst driving a customer focussed approach across all Work, Care and Day Opportunities operational activity
- Plan and deliver cost effective services to current and future customers, delivering a comprehensive and expanding range of services to meet customers' needs and aspirations in the context of market demand
- Translate strategies into workable plans for the operational areas to ensure a customer focused, high performance, and best practice approach
- Set, achieve and be accountable for departmental performance and growth targets, including benchmarking performance externally which is communicated to respective teams, departments and stakeholders where appropriate
- Participation in organisational on call rota
- Maintain a personal profile that promotes disability awareness, our brand and raises the Trust's presence regionally and nationally in the sector
- Lead the team by managing and coaching, using appropriate leadership styles and judgement to decide which intervention will achieve the best results.
- Create high performing teams by motivating and inspiring through enthusiasm and direction, challenge and a collaborative style

### **Budgetary, Financial and Regulatory**

- To be the Care Quality Commission Nominated Individual
- To be the Safeguarding and Mental Capacity Act lead for the Trust
- Develop and maintain budgets, identifying and reporting short- and long-term financial challenges and opportunities with a financial or delivery impact
- procedure.

### **Safeguarding**

- To safeguard the health, well-being, and safety of the customers we work with, some of whom may be classed as vulnerable people or adults at risk. In the event of a risk to a customer becoming apparent or if concerns arise about a vulnerable person's welfare, to immediately report these

## Director of Operations

concerns in line with the appropriate policy and procedure.

### Health and safety

- Ensure an effective approach to health and safety across the directorate, with robust monitoring and reporting to embed a strong culture of compliance and assurance.
- To lead health and safety within your team setting clear examples of good practice, ensuring they report accidents and near misses.
  
- Work within the organisations health and safety policies and procedures
- Be responsible for your own safety reporting any accidents or near misses to your Line Manager
- Highlight any concerns over equipment, processes or activities whether in house or by contractors or others to your Line Manager
- When working in an office report any defects to your Line Manager
- Report any safeguarding concerns to your Line Manager

In addition to these responsibilities, employees are required to carry out such other duties as may reasonably be required

### PERSON SPECIFICATION

<b>Job Title: Director of Operations</b>	<b>Essential/ Desirable</b>
<b>Values</b>	
A personal affinity with the values of The Papworth Trust, and a commitment to the strategic outcomes of the charity.	Essential
Acts with integrity, is accountable and actively promotes and supports Papworth Trust vision, values, and behaviours.	Essential
A commitment to equality, diversity and equality	Essential
A high level of confidence around disability particularly: <ul style="list-style-type: none"> <li>• An understanding of the social model of disability;</li> <li>• Understanding of the impact that disability might have on the individual and the people around them;</li> <li>• A passion for equality and social change</li> </ul>	Essential
<b>Skills</b>	
Strong financial awareness and strong monetary acumen.	Essential

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Excellent leadership skills, able to lead, motivate and engage teams to deliver a high-quality customer focussed service and levels of performance.	Essential
Effective communication skills, verbal and written, including the ability to communicate with a wide range of people with varying needs.	Essential
Excellent persuasive and negotiation skills.	Essential
Able to operate effectively where there may be levels of uncertainty and ambiguity.	Essential
Resilient, flexible, and agile, thrives in a changing environment.	Essential
Effective decision making which demonstrates sound judgement	Essential
Able to understand and own complex issues, identifying and implementing innovative solutions while balancing the need to manage risk.	Essential
Acts with integrity, is accountable and actively promotes and supports Papworth Trust vision, values, and behaviours.	Essential
Able to give sound advice to others and be accountable for that advice.	Essential
Adopts a supportive approach to colleagues, able to empower and engage others	Essential
<b>Knowledge</b>	
In-depth knowledge of the Care Quality Commission	Essential
Knowledge of Day Services operations and contracts	Desirable
Knowledge of employment contracts and prime contractors	Desirable
Understanding of embedding equality, diversity, and inclusion in all aspects of work.	Essential
Understanding of the role of a Board	Desirable
<b>Experience</b>	
Working at a senior level in delivering one or more of the operational areas (Care, Day Opportunities, Work)	Essential
Preparing services to ensure are CQC inspection ready and experience of leading on inspections and subsequent action plans	Essential
Working at a strategic level, converting strategy into action plans and processes	Essential
Planning and monitoring large budgets, delivering, and	Essential

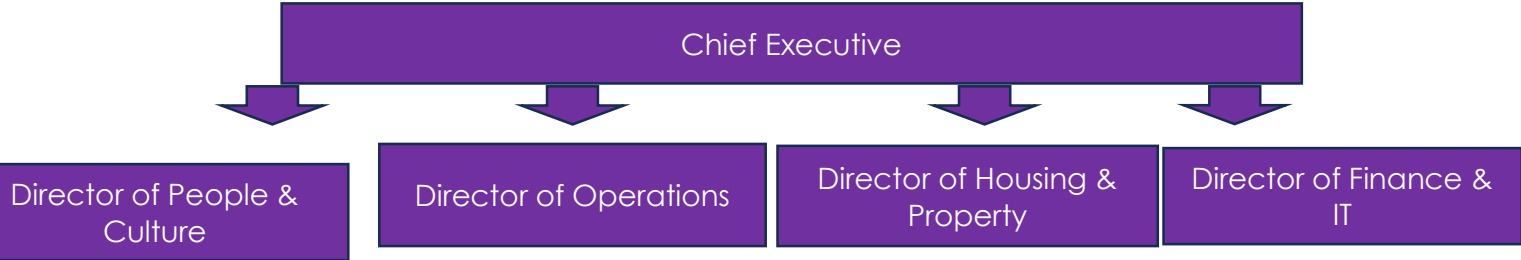
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demonstrating value for money.	
Proven track record on performance management.	Essential
Proven experience of working collaboratively and/or in partnership with a range of stakeholders to achieve great outcomes for customers	Essential
Writing and presenting complex reports to a variety of audiences.	Essential
Driving and delivering growth and development of services	Essential
Working within the third sector	Desirable
Working with commissioning frameworks (ICBs etc)	Desirable
A personal profile that promotes disability awareness, and raises the Trust's presence regionally and in one or more of the operation areas	Desirable
<b>Education training and qualifications:</b>	
Evidence of continuing professional development. Maintaining up to date professional knowledge	Essential
Educated to degree level or equivalent professional qualification	Essential
<b>Other requirements of the role</b>	
Able to travel as required to meetings, training and to effectively deliver the role as required.	Essential

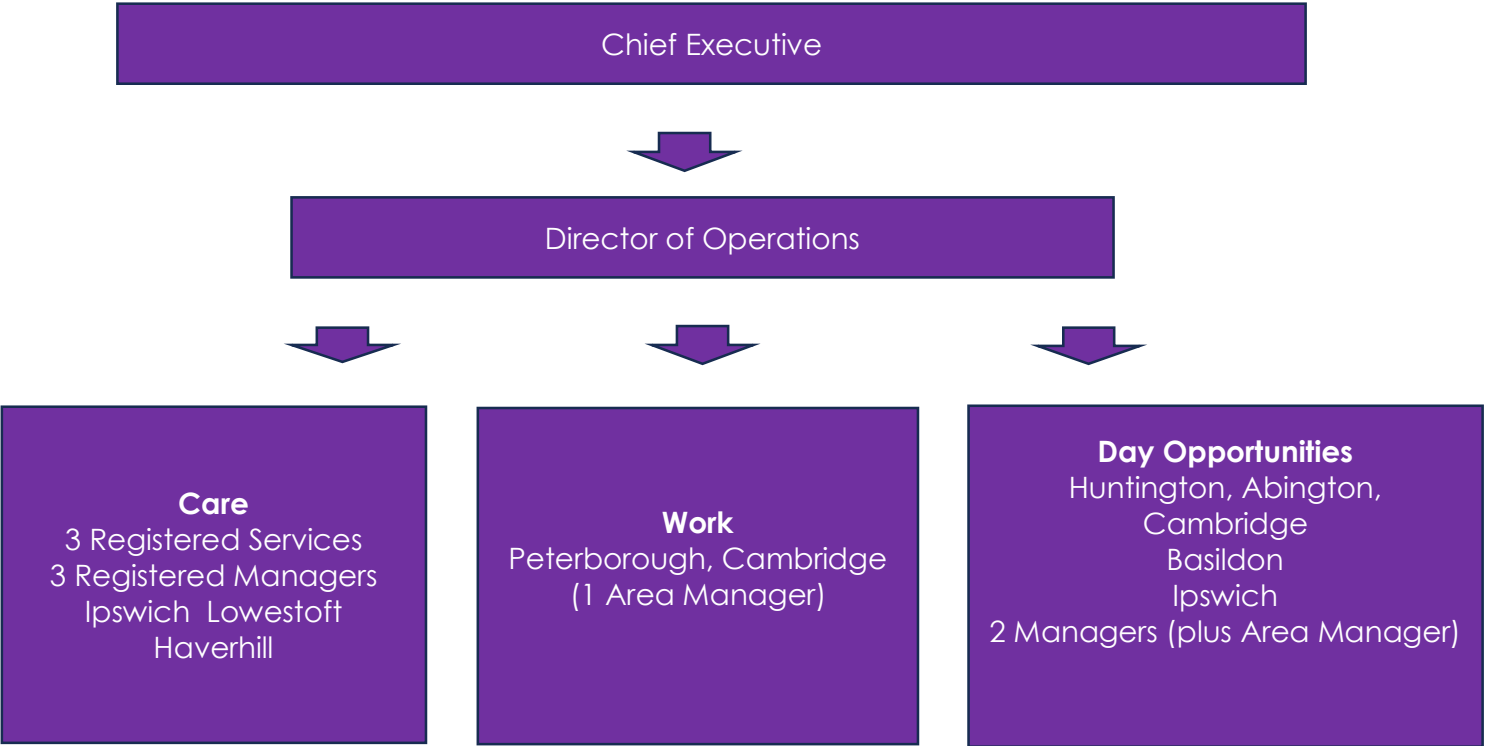
**Please note a Disclosure and Barring Service (DBS) Enhanced Check is required for this role.**

Structure

Executive Team Structure



Director of Operations Reporting Structure



# Key terms and conditions

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Our benefits package for all staff is currently under review, we currently offer:

### **The role**

Director of Operations

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### **Salary**

£80,000 per annum

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### **Contractual Location**

Huntingdon, with a range of flexible and hybrid working arrangements available. Regular travel to our services, locations, and areas where we have housing stock will be required.

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### **Pension Scheme**

Up to 10% employer matched contribution scheme

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### **Annual Leave**

25 days annual leave plus bank holidays

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### **Additional Benefits**

Cycle to Work Scheme

### **Coming Soon**

Health cashback plan

Annual leave purchase scheme

Paid leave for unpaid carers

Electric car salary sacrifice scheme

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### **Training & Development**

A comprehensive induction and ongoing opportunities for personal development

# Key dates and the selection process

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### **Closing date: 31 May 2024 at 9am**

The client meeting to agree longlisted candidates will take place w/c 3<sup>rd</sup> June 2024. We will be in touch to let you know the outcome of your application by the end of this week.

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### **Formal interviews: Thursday 13 June 2024**

Shortlisted candidates will be invited to a stakeholder session alongside an informal colleague session and final interview.

Stakeholder session with customer representatives from one or more of the operation areas, supported by Tracey Croucher, Central Engagement Lead.

Informal session with team members: Gemma Blake (Registered Manager, Mark Blake (Director of Finance and IT), Chris Bull (Director of Housing and Property), Sarah Harvey (Director of People and Culture), Stef McNocher (Cambs Area Manager – Work and Day Opportunities).

Final interview panel:

Sarah Miller - CEO, Sarah Harvey - Director of People & Culture, Grazina Berry- Trustee, Trustee (TBC), Emma Grace - polkadotfrog

Formal interviews will be held at our Head office in Huntingdon.

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