



People Director
Candidate Information
March 2024

Together we make it possible

Welcome from our Chief Executive



Dear candidate,

I'm delighted that you're considering our role of People Director.

Affinity Trust is all about people. We're about the people with learning disabilities we support to live fulfilling lives and the people we employ who we aim to enable to give their best.

We have 2,200 staff who provide support to 970 people in England and Scotland.

Our people are in the midst of an exciting journey with Affinity Trust, which is two years into a major digitalisation programme during which we've implemented new systems for HR/payroll, operations, rota management, and quality assurance.

We are moving into the second year of our five-year Strategic Plan, with five aims that will support our development towards becoming an innovative provider of high-quality person centred support. Six months ago, we reviewed and changed our values to emphasise that we put people at the heart of everything we do and reflect our team-oriented, creative and adaptable culture where we all give our best.

This period of change, which we initiated, has coincided with very testing times for social care as a sector, but we are emerging from this difficult period in a strong position with a new operating platform, a healthy financial position and with the vast majority of our services rated Good by the Care Quality Commission and the Scottish Care Inspectorate.

The successful candidate will bring the experience necessary to be a key partner to myself, the Executive Team and the Board. You will have a deep understanding of what an effective, efficient and inclusive people function looks like to drive organizational development and as part of this will champion our equality, diversity and inclusion strategy to ensure our commitments are demonstrated in everything we do.

You will have proven to be an outstanding strategic thinker and an excellent leader of operational delivery.

If this sounds like you, I'd love to hear from you.

Leo Sowerby
Chief Executive

About Affinity Trust

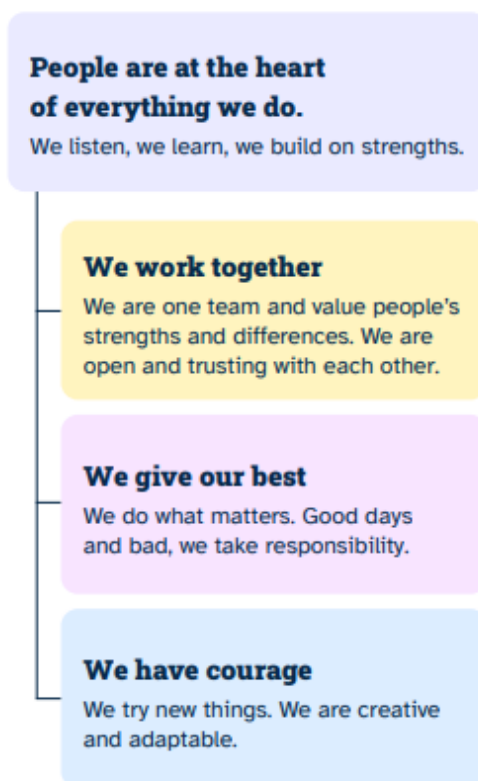
Supporting people to live their life, their way. Together we make it possible.

Affinity Trust is a social care provider and charitable organisation working in England and Scotland. With more than 30 years' experience, we specialise our support to people living with learning disabilities, autism, and other assessed needs and help them to live active and meaningful lives in their communities.

Since we were established in 1991, we have been steadily growing and expanding our services to ensure that more people can live an active and fulfilling life.

**Our Purpose: Supporting people to live their life, their way.
Together we make it possible.**

Our Values



Commitment to Equality, Diversity and Inclusion

Affinity Trust aims to provide full and fair opportunities for employment of disabled people and to ensure, through training and practical assistance when required, their continued employment and promotion. Staff who become disabled will be given support and accorded every possible opportunity for maintaining their position or for retraining if appropriate. The organisation is committed to ensuring that those staff who require extra equipment, facilities or assistance, both routinely and in an emergency, will have such needs met.

The Equality, Diversity and Inclusion Forum engages with representatives across the workforce and continually reviews how EDI is being translated across the business, ensuring we are an accessible organisation for a range of backgrounds.

What we do

We support people with assessed needs to live great lives, have their own home and play an active part in their community. By offering different types of support, we can ensure more people can live their life, their way.

Our services

Supported living services. Supported Living enables people with assessed needs to be independent and supported in a home of their own. The levels of support are substantial but flexible to meet the needs of the individual. Increasingly, the emphasis on support is more towards people who have more complex and specialist needs, for example people with a diagnosis of mental health and learning disability, learning disability with autism and / or people with behaviours which challenge.

Community-based support. Offering support in people's own homes, our opportunities centres, Garden Centre and community activities, help unlock new experiences and skills.

Services for children and young people. Our intensive support for young people with highly complex needs is designed to improve their quality of life and wellbeing.

Residential care. We provide a small number of care homes which themselves are small in size, accommodating no more than six people.

What we are aiming to achieve in the coming years

Together, we will achieve:

Good or better

regulator ratings in England and Scotland.

85%

of people we support, or their families, say that Affinity Trust is delivering good support.

85%

of people we support progress towards their goals and aspirations.

250 new people

(including at least 20 people identified as having complex needs)

have moved from hospital back into their homes and communities.

15%

increase in employment of managers with protected characteristics.

Reduced employee turnover to no more than:

30%

85%

of employees describe Affinity Trust as a great place to work.

8%

of employees complete an NVQ, apprenticeship or other formal qualification.

Our Strategic Aims 2023–2028

We are in the second year of our Strategic Plan for 2023—2028, which sets out how we will continue to develop as an innovative provider of high-quality person centred support.

While working through the enormous challenges faced by the social care sector over the past few years, we have also undertaken a comprehensive review of all our systems and processes. This Transformation Programme has included the digitalisation of major systems for Operations, Rostering, HR and Finance resulting in an operating platform which will drive improvements to the delivery of support while creating a better working environment of our staff.

The challenges presented by the economy, the labour market and the underfunding of social care will continue to have an impact, as we look to deliver our strategy, but we are in a strong position to overcome these challenges and take Affinity Trust forward with the people we support at the heart of all that we do.

Our five core aims below are the pillars of our strategy and will shape everything we do over the next five years:

Our strategic aims and objectives



Enable people to live great lives

- ✓ We will provide person-centred support driven by choice an opportunity for everyone, with regulator ratings of GOOD or better in both England and Scotland.
- ✓ Our technology will enable evidence of great outcomes for people we support.



Support more people to live at home

- ✓ We will help people to transition from hospital back into the community.
- ✓ We will increase the number of people living in their own homes in communities of their choice.



Be a workplace where our people will grow and develop

- ✓ As part of our core values we will continue to be an inclusive and diverse workplace, and recruit more managers with protected characteristics.
- ✓ Through our investments in technology we will improve our employee experience.
- ✓ We will focus on the health and wellbeing of our people and provide continued development opportunities.



Actively partner, collaborate and influence

- ✓ We will be a collaborative and useful partner for evolving health systems, local authorities and other providers to improve outcomes for people we support.
- ✓ We will advocate alongside the people we support and their families to transform social care policy and practice.



Be financially fit to meet our ambitions

- ✓ We will ensure financial sustainability and healthy reserves enabling us to continue to grow, innovate and invest to improve the lives of people we support.
- ✓ We will continue to find more efficient ways of working, making every pound count.

Our Finances & Governance

Our finances

Our main source of funding is Local Government contractual income, and to a much lesser extent income from the NHS, in addition to contributions from the people we support.

We recently changed our financial year to bring it in line with Local Authorities which meant our accounting period to March 2023 was an 18 month period. During that 18 months our income was £93.9m and we made a loss of £2.7m attributable to a decision to increase the pay of front line staff outside our normal contract price increases.

For the last 12 month period, we have made a profit of £1.3m and we are forecasting a profit of around £1m for next years. This puts us in a relatively healthy financial position, although we are not complacent in this market.

Our leadership

Affinity Trust employs over 2,000 people in the UK. It is managed by a team of executives headed by our Chief Executive. Without the commitment of all of our staff, we would not be able to continue providing the quality of support that we believe to be needed, and rightly deserved by the people whom we support.

Our Board is chaired by Tanya Barron and brings a diversity of skills and experience.





The Role

Reports to: Chief Executive

Role Purpose: Provide strong leadership of the People agenda of Affinity Trust, including the strategic development and management of the recruitment, retention and development of our staff, which reflects the importance of our people to the lives of the people we support and to the success of the organisation.

Key Responsibilities:

- Lead and direct the various departments within the People function i.e. recruitment, L&D, employee relations, HR admin
- As a member of the Executive Team provide a key contribution to the senior leadership of the organisation and the development/implementation of its strategic direction
- Develop and implement the organisational People Strategy
- Lead the development of a culture which promotes equality, diversity and inclusion
- Lead the management and development of the workforce to achieve the efficiency and effectiveness which reflects the fact that staff costs represent 75% of total costs.

Accountabilities:

Strategy and leadership

- As a member of the Executive Team, actively contribute to the long term development and success of Affinity Trust
- Play an effective role in the leadership of Affinity Trust across the organisation as a whole
- Contribute to Affinity Trust's positive financial performance and sustainability.

People

- Lead the development of a People Strategy that develops a trained and motivated workforce and fosters good employee relations
- Develop a workforce culture that promotes equality, diversity and inclusion
- Maintain a cost effective recruitment function which meets the staffing challenges of operating in a low pay sector
- Provide training to staff which meets regulatory and legislative requirements and the particular needs of people supported by Affinity Trust to ensure the proper development of our workforce
- Provide pathways for staff career development
- Maintain staff retention at rates typically better than sector averages.
- Working with the Head of People, ensure the provision of good employee relations advice and HR processes.



The Person

We are looking to appoint an exceptional People Director who brings breadth of experience, and a genuine passion for, and commitment to, Affinity Trust's mission. They will be a visible and active member of the Senior Management Team, providing inspirational leadership to the staff and contributing to achieving the Board's vision and delivery of the 2023-2028 strategy.

Experience

- A respected People leader with a proven ability to make a substantive contribution and improvement to culture and workforce development including EDI, L&D, recruitment and retention; organisational design; HR administration; and employee engagement
- Strong experience in recruiting and retaining a trained and committed workforce
- Experience at Board or Executive level in an organisation of relevant scale
- Well networked and up to date with current trends and developments in People/HR and best practice
- Membership of the CIPD (MCIPD/FCIPD)
- Experience of contracted services is desirable.

Skills and qualities

- Commitment to best practice People/HR practices
- Strong commercial and business acumen
- An ability to see the big picture and contribute to Affinity Trust's strategy and focus in on the detail; ability to manage and interpret data to identify problems and solutions
- Flexibility of thought to work with a wide variety of business functions
- Ability to engage senior stakeholders and influence and negotiate effectively
- Collegiate and empathetic team player who is happy to roll up their sleeves, as required
- A deep sense of personal integrity
- Robust and innovative, with high standards, and a sense of humour
- Excellent communicator at all levels
- A dedication to safeguarding and promoting the welfare of vulnerable people; a satisfactory Enhanced Disclosure from the DBS.

Terms of Appointment

Remuneration for this role will be circa £90,000.

Our wider benefits package includes a 6% employer pension contribution and private health insurance.

Our head office is in Thame, Oxfordshire. We support flexible working and it is envisioned that this person will be a present and visible member of our executive team.

How to Apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Affinity Trust on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **XBKNC**. We can also provide alternative formats for applications.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter outlining why you want to be the next People Director of Affinity Trust.

The closing date for applications is **Wednesday 17th April 2024**.

We enjoy a diverse workforce and welcome applications from everyone. We're committed to being Disability Confident and we guarantee to interview all disabled applicants who meet the minimum criteria for the vacancy.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.





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