
The Yard



Director of Resources Position Profile

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Welcome from Celine Sinclair, Chief Executive

Dear Applicant,

Thank you for your interest in The Yard. We are thrilled that you are interested in applying to work with our growing dynamic and eclectic team.

The Yard is an exceptional charity that provides a high quality service to over 1100 disabled children and their families. Like many charities, The Yard started as an idea after a group of parents and carers got together and decided they needed somewhere for their children to play safely. Over 30 years later The Yard is going strong and grows its reach year on year. The vision was simply to build play spaces, but what are actually being built, are communities of support.

I have been at The Yard since 2005 and every day that I come to work I still feel lit up by what we do. The cornerstone of The Yard's success is the culture and the values of the organisation. It is not so much what we do at The Yard but how we do it, and our people are our greatest resource.

The new Director of Resources post is pivotal to our growth and sustainability. The Yard has a wonderful energy thanks to our Board, our paid staff and volunteers, and we are investing in this new position in order to protect and nurture a culture that underpins the positive experience of our children, families and young people when they visit.

The Yard has a first-class Executive team which is well supported by a strong and committed Board of Directors with a wide range of skills and expertise. Organisation wide, our team are encouraged to be innovative and creative and contribute to the overall strategy that will continue to support the wellbeing of our children, young people and their families.

I hope that you choose to apply.



Celine Sinclair
Chief Executive

The Organisation

Established in 1986, The Yard is an award-winning charity running adventure play services for disabled children, young people and their families in the east of Scotland. They offer disabled children and their siblings the chance to experience creative, adventurous indoor and outdoor play in a well-supported environment. Whilst their services have grown significantly, they always retain a holistic approach and ethos of a child-centred and child-led play service.

At The Yard, their role in the lives of children and families is an ambitious one. Their single purpose as an organisation is to provide care, support, and opportunities for fun and friendship for disabled children and young people. They also encourage families to let go, promoting challenge, personal growth and supported independence for their children.

They promote challenge and adventure for our children and young people. None of what they do at The Yard contains risk for its own sake, but they are there to promote physical development and social communication, and to give children a vibrant experience and sense of achievement. There are few places where children with physical and sensory impairments can experience building and lighting fires, and cooking their own food, or building dens, rope bridges or simple spaces to enjoy their own time. Everyone who uses The Yard is safe to learn and explore through taking controlled risks.

The Yard is as much about emotional as practical support for families. Besides offering informal respite, meeting other parents who face similar challenges gives them the chance to build a network of support and understanding that helps ease the difficulties they often face.

The Yard currently operate their services 7 days a week from their flagship centre in the Canonmills area of Edinburgh. They also operate weekend services in Fife and Dundee, as well as holiday outreach services in Edinburgh.

Their Culture

Values are the fundamental beliefs of an organisation, and for The Yard, they are the guiding principles providing an unwavering guide in all that they do. They set the tone, the pace, they dictate behaviours and the way they deliver their service; and ultimately they guide what they do, and more importantly, how they do it. They are also important as we know that identification with the values of an organisation is closely linked with personal commitment to an organisation, and values are one of the main drivers for employee engagement.

With values at the heart of what they do and a staff team that shares in their values, they are likely to have a higher quality of service, greater employee loyalty and ultimately the people - in their case the families that use them - will have a better experience.

Their Values are:

- **Adventurous**
- **Understanding**
- **Kindness**
- **Inspiring**
- **Community**

Their Growth

Over the past 12 years they have undergone a transformation of the charitable business and created a sustainable model of whole family support. With their staff team and Board of Directors, their ambitious, well-resourced strategy has achieved consistent annual growth from 2014-2018, increasing from £564,816 to £1,036,277, and with 2019 turnover projected at £1,474,921. With their continued growth plans, their revenue income is likely to be £1.9 million by the end of 2020.

They have also just embarked on a Capital Campaign for £3.8m, which will enable them to build a brand new Yard in Dundee and currently are in active discussions with Glasgow Life regarding the day to day running of Linn Park Adventure Playground.

The success of The Yard model has been built through listening, reflecting and designing services with and for a community made up of families with disabled children, and young people bound together by common needs and aspirations for a better future. They hold individual need at their heart, which helps ensure both exceptional quality and, most importantly, a positive experience for children and families. They are Care Inspectorate registered and received the highest grades possible for care and support, and leadership. Their growth is both quality and planning dependent. They have a set planning cycle and invest in business and workforce planning.

Their Reach

In 2018, The Yard supported over 1,100 families of disabled children and young people (age 0-25) across their three sites in Edinburgh, Dundee and Fife. Over 200 disabled children and young people benefited from their seven weekly drop-in, youth and respite clubs, and their early years service. Family sessions at The Yard Edinburgh, Fife and Dundee account for 71% of their visits overall. In 2018, their mainstream project 'Sunday Funday' was visited over 8,000 times by members of the public who were able to experience the magic of The Yard Edinburgh whilst contributing to their sustainability.

Their Impact

In 2016, The Yard commissioned a Social Return on Investment (SROI) impact analysis, which calculated the social, economic and financial benefits generated from every £1 The Yard invested. This analysis is for The Yard Edinburgh and was created such that they can update the analysis every year.

In 2017/18, the benefits from their services generated a social value of £24.20 for every £1 spent. The SROI findings also confirm that The Yard model creates happier and more resilient families. In direct research with their members, they said:

- Disabled children and young people have better self-esteem and more confidence, are happier, have more friendships, improved physical health and increased social skills;
- Parents and carers have reduced stress, improved social networks and reduced social isolation, and a sense of belonging to an accepting community; they are better informed;
- Siblings are happier, and have a greater understanding of disabilities and difference.

The Opportunity

Reporting the Chief Executive, the newly created Director of Resources role will lead on the development of the Yard's greatest resource, its people. With full responsibility for the human resources and organisational development activity to ensure everyone at The Yard reaches their potential (employees and volunteers), they will also oversee all finance (including payroll) and corporate governance activities.

As part of a small Executive team (Chief Executive, Director of Development and Director of Operations), you will directly contribute to the strategic and operational decision making process and help deliver The Yard's ambition to expand their high quality services to disabled children, young people and their families in Scotland.

The role will also provide the successful candidate with considerable scope to develop the remit and bring fresh thinking on how to improve an already excellent service.



Key Priorities:

- Develop and imbed HR best practice, encompassing internal systems, processes and procedures, across the organisation
- Review and continually evolve the people strategy ensuring it meets both current and future needs and supports future growth
- Lead and promote a culture of learning and development
- Develop and implement, in conjunction with the Head of Fundraising and Communications, an effective employee engagement strategy that reflects the multi-site and overall composition of the Yard's 7-day workforce

Key Responsibilities

Human Resource Management

- Lead human resources to support the development and retention of their key resource, their people
- Provide advice on HR matters to the Chief Executive and Executive Team, including the development and review of relevant HR strategies, policies and procedures to support and strengthen the organisation's values
- Develop new HR metrics and targets to support staff retention, development and wellbeing
- Provide advice and guidance to the Executive Team on organisational development matters, including workforce planning for the development of new services in new areas
- Lead the delivery of a range of services including recruitment and selection, training and development, performance management, disciplinary and grievance procedures
- Ensure an inspiring, effective and efficient induction programme is in place
- Work closely with the Director of Operations to ensure that all HR policies and procedures meet the requirements of the relevant legislation and reflect best practice models
- Advise on HR compliance and risk management issues and develop appropriate policies, plans and procedures

Financial Management

- Oversee the finance function, including payroll, ensuring the ongoing and long-term financial sustainability of the charity
- Support the Finance Manager to undertake a comprehensive review of all financial systems, processes and procedures

Corporate Governance

- Develop, implement and review effective strategic risk and business continuity management processes
- Anticipate and respond to legislative changes impacting on the organisation

General Management

- As a member of the Executive team, directly contribute to the strategic management and continuous improvement of the charity, participating in the generation of new ideas and fresh approaches
- Oversee their volunteering programme and ensure the necessary systems are in place to effectively support volunteer staff
- Undertake such duties, in addition to the principal duties listed, as may be delegated by the Chief Executive or the Board

Leadership

- Provide positive and professional leadership to staff organisation wide and drive the creation of a culture of continuous improvement that enables others to contribute above and beyond what is expected
- Drive, and respond to, high levels of employee engagement



Preferred Candidate Background

An experienced HR professional with a track record of achievement at a senior or executive level. An accomplished communicator, they will also have instant credibility when engaging with both internal and external stakeholders. It is imperative that the successful candidate has a hands-on approach and is willing to 'roll their sleeves up' and embrace a broad range of responsibilities.

As people are at the heart of the organisation, the personal value set, work style and integrity of the individual will be crucial in ensuring The Yard's ongoing and future success.

Skills and Experience

- Relevant experience gained across the full Human Resources and Organisational Development portfolio including involvement in the development of an effective People strategy
- The ability to develop strategies and policies, translate into operational actions and articulate good HR practice in a jargon free and accessible way
- Experience of successfully driving organisational change from inception through to conclusion
- Proven staff management experience coupled with the ability to lead positive change
- Strong business acumen and highly attuned commercial judgement

- The ability to contribute to the development, planning and implementation of an organisation's strategy and policies
- Successful partnership working, specifically the ability to effectively engage with and manage relationships with a wide range of internal and external stakeholders
- Strong project management experience including the ability to prioritise tasks and develop clear plans
- Demonstrable awareness of the opportunities which emerging digital technology offers in transforming frontline services and back-office functions
- An understanding of equality legislation, data protection and other matters pertaining to the delivery of public services
- Direct experience of disability services and/or services for children, young people and families is desirable

Personal Qualities

- Solution orientated, self-motivated and results driven
- A pragmatic problem solver with intellectual flexibility and agility to move easily between significant details and the bigger picture
- A high degree of self-insight and awareness; being able to adapt behaviour to optimise your impact
- A strong ethos to succeed and a belief that difficult challenges can be solved
- Excellent oral, written and inter-personal communications skills in dealing with individuals and groups at all levels
- Cultural sensitivity with an ability to work well with a diverse range of people
- Strong analytical and problem-solving skills
- The ability to assimilate and analyse information quickly and accurately and to think strategically, formulate decisions and make recommendations
- A commitment to diversity and inclusion

Remuneration

This role offers a salary range of £50,000 – £55,000, 30 days annual leave (including bank holidays) and contributory pension scheme (match-funded up to 3% contribution).

Flexible working/work life balance: The right to request flexible working is available to all employees. There are a number of different flexible working arrangements available throughout the organisation, which can be arranged by mutual consent

The Recruitment Process

The recruitment for this position is being managed by our advising consultants, Livingston James. Interested candidates should provide a tailored CV and covering letter to Douglas Adam at: douglasadam@livingstonjames.com



All third party applications, enquiries and direct approaches to The Yard will be referred to Livingston James.
