

SAINT FRANCIS HOSPICE

JOB DESCRIPTION

JOB TITLE	Director of People and Culture
GRADE	Band 8c (£64,383-£76,210)
HOURS OF DUTY	37.5hrs (Hybrid working available)
REPORTS TO	CEO
KEY RELATIONSHIPS	Board of Trustees, CEO, other directors, all members of the senior management team, direct reports, external organisations, Staff & Volunteers, external professional colleagues and organisations.
RESPONSIBLE FOR	People and Culture Team

JOB SUMMARY

The Director of People & Culture will provide strategic insight and vision for people management and leadership that ensures Saint Francis Hospice is an organisation that fully represents the diverse people the charity serves and maximises the skills and experience of its people to lead and manage to the highest standards. A key focus for the role is the wellbeing and development of our staff and the delivery of a positive culture underpinned by our values of Supportive, Compassionate, Inclusive and Respectful, Professional, Always Learning.

The post holder will lead on the strategic delivery of all aspects of people development and support, exhibiting a clear passion and commitment for the work of Saint Francis Hospice, a registered Charity and a significant health care partner to the NHS and other care organisations locally.

In doing so, they will work as part of the senior leadership team (Executive Team) with specific responsibility for leading on the strategy for people development and cultural evolution to improve organisational effectiveness. Provide expert strategic guidance to the CEO and Executive Team as well as Board of Trustees on all matters concerned with our people, engagement, organisational development, culture, equity, equality, diversity, inclusion, employment, motivation, wellbeing, and training and development.

Lead the strategy for people who volunteer and drive continuous development of the people who volunteer programme.

Lead, manage and provide strategic and operational direction to the People/HR team. To be accountable for ensuring that the Hospice has in place the necessary policies, procedures, systems and structures to ensure that the hospice's most important asset, its people, are effectively recruited, retained and developed.

Maintain an overview of all people related costs in conjunction with the Director of Finance and the Executive Team to ensure that these are in line with the charity's overall annual plan, whilst ensuring all people related strategic objectives are delivered.

MAIN DUTIES AND RESPONSIBILITIES

Achieving our strategic goals:

- To provide strategic leadership and direction for people development as part of the Executive Team, providing expertise on all staff and volunteer related matters.
- Support the CEO, Executive Team and Board of Trustees on people related activities and attend Board meetings, presenting papers as required.
- Provide expertise and plan a clear way forward for organisational development that ensures Saint Francis Hospice's Equality, Diversity and Inclusion aspirations are realised, embedded and skills and experience gained from a diverse workforce are maximised.
- Provide expertise, plan and promote a clear vision for engagement and wellbeing of staff and volunteers, ensuring effective consultation & communication mechanisms are in place that foster productive relationships and maximise staff performance and effectiveness.
- Lead the development of change management and leadership capacity to ensure a positive culture aligned with Hospice values.
- Utilise principles of organisation design and organisational development methodologies in relation to all projects to advance progress against strategic initiatives.
- Ensure we have an organisation wide training and development strategy in place for staff and volunteers in partnership with functional experts.
- Lead on organisational change management strategies and plans as required.
- Ensure the organisation has reliable and timely people management information to aid organisational development, effectiveness and financial planning.
- Develop and implement innovative recruitment and retention strategies and initiatives to attract capable people from our diverse community and to ensure we have a future pipeline.
- Ensure strategies are in place to reduce sickness absence across the hospice by promoting staff well-being, managing the contract for the Occupational Health Service; working closely on Health & Safety issues and supporting managers by providing support and advice to improve the management of absence, within the parameters of policy and employment law.
- Work with leaders on succession planning for all key roles, understanding, strengths, development areas and succession risks.
- Lead on network and partnership opportunities with other relevant organisations and keep the CEO, Executive Team and Board fully up to date with the external environment & best practice for staff and volunteers and to maximise use of any collaborative working opportunities that maximise resources and skills.
- Develop and oversee an integrated approach to performance management within the organisation, ensuring linkages to appraisals for staff groups.
- Review Reward & Recognition frameworks and ensure regular benchmarking

to remain competitive wherever possible and to be the guardian and approver of all reward decisions to ensure equity across staff groups.

- Oversee the management and development of the recruitment and core HR database and its interface with payroll and establishment systems.

Leading the People Team

- Provide strategic and operational direction to the HR and Volunteer teams to enable them to provide a high-quality service to the organisation on all people matters.
- Shape the People team, practices and processes to provide an effective and efficient service on all people management, recruitment, retention and performance matters and information reporting.
- Provide expert advice on all contractual issues in line with organisational policy and procedure.
- Ensure an effective payroll service is in place.
- In conjunction with the Director of Finance ensure that support is provided for both NHS pension scheme and personal pension scheme which the Hospice provides.
- Work closely with the Freedom to Speak Up Guardian to ensure that our people feel safe and able to speak up and know that they will be listened to.

Performance and Compliance

- To design and implement workforce engagement surveys and action plans to enable the Hospice to continuously develop and improve our people practices and be an employer of choice.
- To provide support to other Executive Team members in accordance with portfolio responsibilities, and adherence to mandatory national guidance and relevant statutory requirements.
- To support the Hospice in operating within its financial framework and that there are robust processes in place within the services to enable this.
- To support in the provision of appropriate financial planning for all key financial programmes e.g. cost improvement/cost efficiency programmes.
- To assist with the development and maintenance of a sustainable long-term financial strategy that supports the Hospice values, and balances this with the wider economic climate.
- To advise the Chief Executive on matters of People, Culture, financial and operational efficiency of the workforce and to be proactive in identifying opportunities for improvement.

Employment Law:

- Interpret and research employment law and best practice to ensure advice and guidance is clear, accurate and up to date.
- Keep the organisation fully up to date with changes to employment law and best practice.
- Develop and review people policies and procedures to ensure they meet legal and statutory requirements, incorporating best practice.
- Provide regular briefings for the People team and senior managers on a range of People related topics and coaching other members of the team.
- Provide advice on workforce, partner organisation and third-party contracts.

Training and Education:

- Manage the external training budget ensuring that spend is linked to the pursuit of development to support the Hospice strategy and ensure equality

of access.

- Work with the Education team to deliver workforce/people training and development.
- Promote a learning culture and support the Hospice to develop all staff and volunteers, ensuring that there is a fair and effective process in place.

Other duties:

- To participate in On Call Rota (for all Director roles)
- Comply with all the Hospice policies and procedures.
- You must be sympathetic to and able to project the philosophy and concept of the Hospice and to represent and promote it all times.
- Positively promote and represent the interests of the Hospice to the people we support, partners, stakeholders, commissioners, and funders and to always conduct yourself in line with the Code of Conduct.
- Work collaboratively and positively with the Hospice ethos, culture and values at all times.
- Maintain confidentiality, security and integrity of information relating to patients, staff and other hospice matter at all times.
- Attend some functions and fundraising events outside your normal working hours from time to time for which no additional payment will be made.
- The Hospice operates a non-smoking policy for visitors and staff whilst allowing for patient choice.
- Hospice ID badges must be worn at all times whilst on duty.
- Saint Francis Hospice operates an Equal Opportunities Policy and expects staff to have a commitment to equal opportunity policies in relation to employment and service delivery.
- Ability to work flexibly at a range of locations and at times in the evening and occasionally at weekends.
- The above job description does not purport to be an exhaustive list of duties and responsibilities. The post holder will undertake additional duties as the requirements of the department and/or post change and/or develop.
- You have the responsibility to discuss any job changes with your Line Manager at the time the change occurs and agree any permanent substantial change.
- Any other duties as reasonably required by the Chief Executive Officer.

Senior Leadership Team duties

- Play your part in ensuring that the culture in Hospice is developed and enhanced and it is understood by all.
- Be an active member of Executive Team, modelling a team ethos and positive and healthy culture delivering effective and empowered leadership to ensure all the workforce is valued and supported.
- Delegate responsibilities as appropriate to Heads of Service and line managers.
- Take part in supervision and appraisal meetings with CEO.
- Promote, lead and effectively manage change within the Hospice to sustain it as a learning, caring and responsive organisation.
- Ensure that any action taken is done in the best interests of the people the Hospice supports.
- Work with the Board and its committees in facilitating and maintaining effective, inclusive communication and shared common vision, values and objectives between the Board, and the workforce.

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ADDITIONAL REQUIREMENTS OF POSTHOLDER

SENSITIVITY AND PROFESSIONALISM: As an employee of Saint Francis Hospice you should expect that it is likely that you will come into contact with patients, their families and members of the public who are at the end of life or recently bereaved. All employees are expected to respond to people recounting and expressing their emotions about such events with sensitivity and understanding, and to know enough about the services that the Hospice provides to be able to signpost people who may benefit from our services to the relevant contacts.

CONFIDENTIALITY: The post holder must maintain confidentiality, security and integrity of information relating to patients, staff and other hospice matter during the course of duty. Any breach of Confidentiality may become a disciplinary issue.

DATA PROTECTION: It is the responsibility of all staff to be aware of their obligations in respect of the Data Protection Act 2018.

EQUAL OPPORTUNITIES: The hospice is committed to the development of positive policies to promote equal opportunity in employment and has a clear commitment to equal opportunities. All employees have a responsibility to ensure that they understand the standards expected and that they promote and adhere to the equal opportunity measures adopted by the hospice.

HEALTH AND SAFETY: All staff must be familiar with section 2 of the Health & Safety Policy, Organisation of Health and Safety. This documents sets out the responsibilities of all staff for health and safety, whether in a supervisory capacity or not. Policy section 3 (arrangements for Health and Safety) provides an overview of training for competence in Health and Safety matters.

HOSPICE IDENTITY BADGES: Hospice ID badges must be worn at all times whilst on duty.

SMOKING: The hospice acknowledges its responsibility to provide a safe, smoke free environment, for its employees, service users and visitors. Smoking is therefore not permitted at any point whilst on duty, in accordance with the guidelines set down within the Hospice No Smoking Policy.

REGISTRATION COMPLIANCE/CODE OF CONDUCT:

All employees who are required to register with a professional body to enable them to practice within their profession are required to comply with their code of conduct and requirements of their professional registration.

WORKING TIME REGULATIONS: The 'Working Time Regulations 1998' require that you should not work more than an average of 48 hours in each week. For example, in a 26 week period you should work no more than 1248 hours.

Please note that this job description is not definitive or restrictive in any way. It is a guide to the responsibilities of the role. It may be reviewed, in consultation with the post holder, in light of changing circumstances and the changing needs of the Hospice.

The post holder will be expected to perform any other such duties as might reasonably be required by the Director and will work in accordance with all Hospice Policies and Procedures.

In an emergency, all staff may be required to work different hours or carry out different tasks to those set out in their contracts of employment. This will be done in consultation with individuals and taking into account any special circumstances that may exist.

PERSON SPECIFICATION

DIRECTOR OF PEOPLE AND CULTURE

E = ESSENTIAL	D = DESIRABLE	
Demonstrating the Hospice Values – Supportive, Compassionate, Inclusive and Respectful, Professional, Always Learning		
<p>Supportive - The ability to listen to and value peoples' experience and use them to give the personal support that is right for everyone.</p> <p>Compassionate - The ability to be kind and treat everyone we meet with care and compassion. The ability to be friendly and put people at the heart of our actions and words, supporting people's choices and decisions, helping them to feel safe, secure and valued.</p> <p>Inclusive and Respectful - The ability to be open and transparent and value each person's individuality. To be able to show respect for everyone and value diversity. To be mindful that our different experiences and knowledge make us stronger and together we achieve more.</p> <p>Professional - The ability to do your best, in providing the appropriate care and expertise to those who need us and support us.</p> <p>Always Learning - The ability to be open and outward looking, always ready to adapt and change, looking for better ways of doing things, by learning from each other and from the ever changing world around us.</p>	E	
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Leadership skills		
<ul style="list-style-type: none">Ability to lead with honesty, integrity and care. Be able to develop, empower and delegate effectively to achieve change and generate a positive, inclusive, workplace. Be accountable for actions and bring creativity and innovative to inspire and motivate others. Be active in the creation and delivery of the Hospice strategy for the benefit of patients, staff and our local community.	E	
<ul style="list-style-type: none">Ability to show strong leadership	E	
<ul style="list-style-type: none">Board Level Experience	E	
Qualifications & Training		
<ul style="list-style-type: none">Chartered Member of the CIPD or equivalent.	E	
<ul style="list-style-type: none">Leadership and management qualification.		D

• Evidence of ongoing personal and professional development.	E	
Experience		
• Proven experience in a senior strategic People role.	E	
• Proven background in complex Employee Relations and Case Work	E	
• Experience of corresponding and communicating with employees.	E	
• Experience of working effectively in a team.	E	
• Experience of managing commercial relationships.	E	
• Experience of using web-based HR systems.		D
Skills/Abilities/Knowledge		
• Strong leadership skills at a senior level, with the ability to motivate, coach, influence and support individuals and teams.	E	
• Excellent knowledge of UK employment legislation.	E	
• Strong analytical skills and solution focused	E	
• Self-motivated and have initiative.	E	
• Ability to relate to the multi-disciplinary team in the hospice.	E	
• Ability to analyse and evaluate complex information from a range of sources to form judgements and make decisions.	E	
• Ability to prioritise tasks, appropriately delegate and manage time effectively.	E	
• Ability to develop business development action plans with clear objectives and measures.	E	
• Excellent interpersonal and communication skills	E	
• Mediation and Facilitation Skills	E	
• Strong listening and resolution skills	E	
• Strong experience of implementing cultural change	E	
• Collaboration skills and ability to work across organisations	E	
• Knowledge and demonstrates ability of using IT HR systems.	E	

• Experience of delivering training relevant to the HR function.	E	

Employees Name: _____ Signature: _____ Date: _____