

Head of People and Culture Candidate Information Pack

August 2024

Head of People and Culture

As Head of People and Culture, you'll develop and deliver a modern People and Culture plan that supports successful delivery of the Hospice UK strategy, enables a positive culture, and is in line with our values.

It's an exciting time to join us. We launched our new organisational strategy in April 2024 and have re-aligned our structures and roles to set us up for success. We have recently invested in significantly updating our technology, giving us modern tools that will facilitate new ways of working including new HR and Payroll systems.

You'll collaborate with colleagues at all levels to understand their needs and objectives, ensuring the People and Culture plan facilitates positive organisational change and a great colleague experience for Hospice UK's 80 colleagues.

You'll work particularly closely with senior managers to attract, retain and develop a diverse and talented workforce. You'll promote a culture of learning, innovation, and collaboration across the organisation, ensuring that Hospice UK complies with all relevant employment legislation and best practice.

You will lead a small, capable team to manage, administer and improve the HR lifecycle, learning and development (L&D) activities, policies, and processes. Because we're a small team, this is a hands-on role.

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| Reporting to | Director of Transformation |
| Line Manager to | People and Culture Manager Learning and Development Manager |
| Salary | £52,500 to £57,500 per annum |
| Contract | Permanent Full time (35 hours per week) |
| Based at | You will be contractually based at Hospice House, Britannia Street, London, WC1X 9JG. The Hospice UK Hybrid Working Arrangement is available from the start of your employment. We anticipate you being in London 1 or 2 days each week for meetings, including a quarterly 'all staff' event. You can choose where to work for the rest of the time, in the office or remotely (home or other appropriate location). We encourage colleagues to visit member hospices. |
| Closing date for CV & supporting statement | 6pm on Monday 26th August 2024 |
| Interview date/s | 1st interviews: 4th to 6th September 2024 (online via teams) 2nd interviews: 11th and 13th September 2024 (in person) |
| Contact for Questions | About the process: recruitment@hospiceuk.org About the role: s.thorlby-coy@hospiceuk.org |

You can read lots more about what it's like to work at Hospice UK on our website in the [About Us](#) section and on [YouTube channel](#) and [X \(Twitter\)](#).

What you'll be a part of at Hospice UK

Hospice UK fights for hospice care for all who need it, for now and forever. Our mission is to promote and protect hospice care for all who need it, for now and forever.

As the national champion for hospices, we fight to make sure hospice care is there for everyone, from every background. We fight to make sure hospices are able to deliver the best, most personalised care. We fight to make sure hospices can thrive – today and into the future.

We represent the community of more than 200 hospices across the UK. They do everything they can for children and adults living with long-term illness, or approaching the end of their lives. So we do everything we can to support hospices' incredible, invaluable work.

"As well as the open door policy I have with my line manager, Hospice UK also gives the opportunity for your voice to be heard."

Millie
Hospice UK's Office Manager

Our [ambitious new five-year strategy for 2024-2029](#) is the blueprint for how we can achieve the transformation that is needed and sets out the following three strategic priorities:

1. To improve **equity of access**: we will work so people get the end of life care they need, and support hospices to reach those we know are missing out.
2. To enhance **quality care**: we will support hospices to deliver individualised quality care amid rapidly changing demands.
3. To achieve **sustainability**: we will fight for hospice services, making sure they are well-funded, governed and well-staffed long into the future.

We will only achieve these as a **community**, by being an **outstanding organisation**, and a **great fundraising** organisation.

Our values

We value working in **collaboration** and with **compassion**, we are **inclusive, innovative** and **knowledgeable**.

About the team



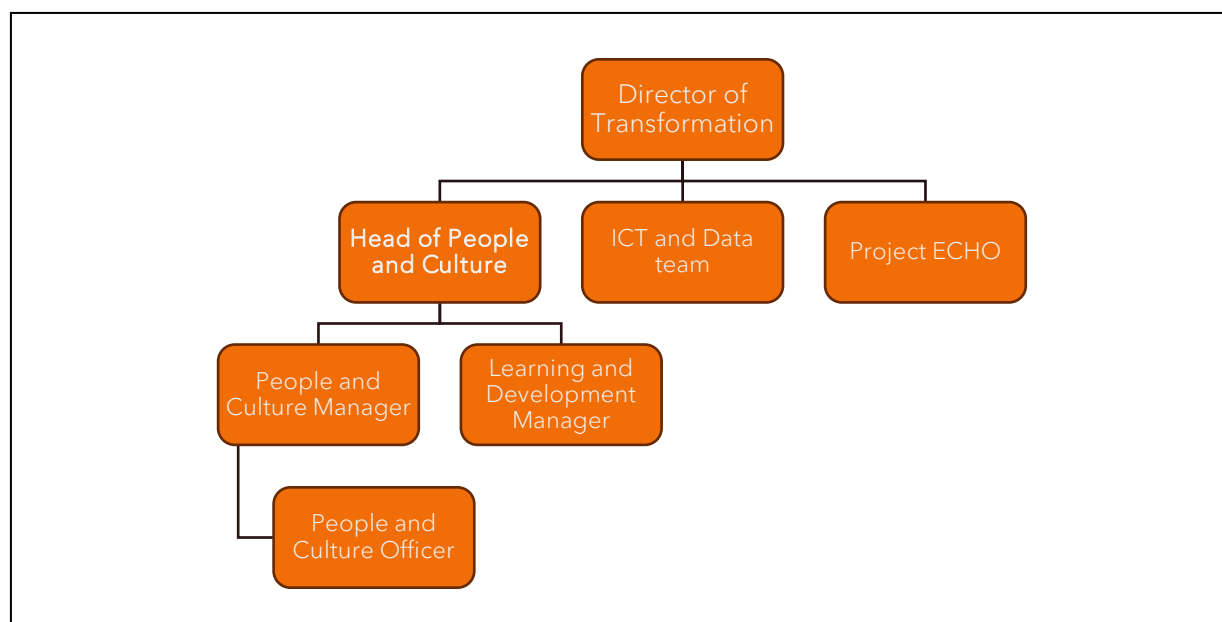
Your team

You'll lead an established and well-respected People and Culture team. Roneeta, Ruth and Marta are our People and Culture Manager (1.0 FTE), People and Culture Officer (1.0 FTE) and Learning and Development Manager (a 0.5 FTE internal secondment).

We look after the people at Hospice UK from ensuring that new colleagues have everything they need (including managing the induction programme and creation of this document!), to working with managers to find new colleagues and develop the teams they have. Alongside this we make sure that we focus on wellbeing of all the people at Hospice UK and are always here when anyone needs to know how to find support.

We manage and administer the full HR lifecycle and L&D activities, policies, and processes. We're effective and always keen to improve how we work, as well as improving our offer to support colleagues to be at their best.

We're trusted advisors to all levels of line managers, and we support all colleagues by championing our wellbeing offer and celebrating diversity.



Your line manager

Your line manager will be Steve Thorlby-Coy, Hospice UK's Director of Transformation. Steve joined Hospice UK in February 2022, bringing with him a wealth of experience from the private, public and non-profit sectors. Steve leads our ICT and Data team and is the strategic lead for Project ECHO, and has a passion for organisational culture, leadership, technology and change. Here's [Steve's LinkedIn profile](#)

Other teams

No team is an island and none of us are as effective without each other's support. To find out more about the other teams at Hospice UK and get an idea about the size and shape of the organisation, please see the appendix at the end of this document.

Your key relationships

You'll collaborate with all colleagues across Hospice UK, sharing your expertise and supporting them to create an outstanding working environment where individuals and teams develop and succeed.

Some of your most important working relationships outside of the People and Culture team will be:

Senior Leadership Team (SLT) and Heads of department

You will work closely with them to understand their priorities and challenges, acting as a business partner to help them achieve their objectives. You and your team will provide advice and guidance to all line managers around our policies and manage specific cases including overseeing recruitment, skills development and change.

Staff Forum and People Managers

You'll meet regularly with a group representing all our teams to discuss important aspects of our culture and colleague support offer. Separately, you'll facilitate a forum for line managers to share and learn together.

People Committee

You'll have regular interactions with Trustees on our People Committee as you present reports and your analysis of our key people metrics, risks, policies and plans.

"Working at Hospice UK has given me the best work life balance of my 30 year career. Everyone is so welcoming and friendly and are always willing to help whenever asked."

Stu
IT Infrastructure Manager

About the job



Key tasks and responsibilities

- Develop and implement the People and Culture plan to support the Hospice UK strategy and culture, facilitate a great colleague experience and positive organisational change.
- Monitor and evaluate the impact and effectiveness of the People and Culture plan. Report on progress, people related KPIs and workforce related risks to the Senior Leadership Team (SLT) and Board of trustees.
- Support the CEO and SLT with advice and proactive suggestions for organisational improvement in areas such as organisational design, change management, talent management, succession planning, and employee engagement.
- Identify opportunities for, and lead, cultural development, organisational development and change, and L&D initiatives which reflect our values and foster a sense of belonging, engagement, and wellbeing among colleagues.
- Lead and manage the People and Culture team, providing guidance and coaching to ensure the delivery of high-quality, efficient HR services and systems.
- Maintain our people policies and processes, ensuring changes to employment law and emerging good practice are promptly adopted.
- Develop effective relationships with internal and external stakeholders, including engaging special interest groups, e.g. People Manager Forum and Staff Forum, to make Hospice UK an employer of choice and a super place to work.
- Support people managers with managing change in their teams including employee relations and consultations, and guidance on legal processes.
- Oversee recruitment, induction, performance management, and L&D, ensuring that we attract, retain, and develop a diverse and talented workforce.
- Ensure effective management, delivery and improvement of:
 - Employee engagement including pulse survey, staff events, internal communications.
 - Programmes including wellbeing, safeguarding, ED&I, Compassionate Employers.
 - Annual appraisals, personal development planning and job description reviews.
 - L&D planning, administration of learning (requests, events, evaluation etc.), budget, and apprenticeships.
 - HR Management including starters, changes, leavers, job evaluation, recruitment, onboarding, retention, diversity, payroll, absence, systems and data.
- Role model the charity's values and behaviours.

This is not exhaustive and is subject to review in conjunction with the post holder and according to future changes and developments in the service.

Person specification

Our ideal Head of People and Culture will have the following knowledge, skills, experience, and qualities. We all have different experiences, so we don't expect all candidates to meet every requirement. If you have a few gaps and a plan on how you would address these, we would love to hear from you.

| Essential | Desirable |
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| Passionate about creating outstanding working environments, where individuals and teams develop and succeed. | Chartered Member of CIPD |
| A member of the Chartered Institute of Personnel and Development (CIPD) with a commitment to ongoing professional development. | A relevant qualification in human resources or organisational development. |
| Strong knowledge and understanding of UK employment law and best practices, and the ability to apply them in a practical and pragmatic way. | Experience of leading and managing a people / HR function in a comparable organisation. |
| Excellent communication, interpersonal, and influencing skills, with the ability to build trust and rapport with a diverse range of stakeholders, and to handle sensitive and confidential issues with tact and diplomacy. | Experience in specialist areas e.g. ED&I, Wellbeing, L&D, OD, talent management. |
| Excellent leadership and management skills, with the ability to inspire, motivate, and develop a high-performing team. | Experience as a line manager. |
| Demonstrable experience of developing and implementing people strategies and policies that support organisational objectives and development. | Developing annual plans and managing budgets. |
| Experience working in a generalist HR / People team, advising and supporting managers at all levels. | Experience of leading, managing and supporting colleagues through organisational change, including TUPE and redundancy consultation. |
| Experience of managing a HR system and related activities to ensure accurate data and reporting. | |
| Self-motivated, able to work alone, and collaborate with others across the organisation. | |
| Organised and able to prioritise to meet deadlines. | |
| Pragmatic problem solver. | |
| Competent user of technology, especially Microsoft 365 applications. | |

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| Able to work in line with our values: collaboration, compassion, inclusive, innovative and knowledgeable | |
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How to apply

If you would like to apply for this role, please send the following documents to recruitment@hospiceuk.org **by 6pm on Monday 26th August 2024**

- Your CV. Ideally in Microsoft Word format and less than 3 pages of A4.
- A supporting statement which demonstrates how you meet the person specification. Your supporting statement should be no more than 2 pages of A4.
- A completed equalities monitoring form

We will shortlist candidates based on their CV and supporting statements. There will be two further stages to the selection process:

1. Shortlisted candidates will be invited to a first interview, which will be online via Microsoft Teams on the **4th, 5th and 6th September 2024**.
2. Appointable candidates will then be invited to a second interview which will be in-person and include delivering a presentation. Second interviews are likely to be held at Hospice House, Britannia Street, London, WC1X 9JG on **11th and 13th September 2024**.

A briefing of what to expect will be sent in advance to shortlisted candidates.

For any questions about the process, please email: recruitment@hospiceuk.org

For any questions about the role, please email: s.thorlby-coy@hospiceuk.org

Closing date for applications: 12 noon Monday 26th August 2024

We believe in fair recruitment and working to remove bias, so all applications will have identifying indicators removed before being submitted to the shortlisting panel.

Please make sure you provide your contact details in your email. We'll contact you to let you know whether we would like to meet you. Please note the interview dates above and let us know if you can't make these dates or if there are adjustments you might need to participate fully in the process. We will try to be flexible.

To be considered for this role you must have the right to live and work in the UK for your application to be progressed. Hospice UK is an Equal Opportunities Employer.

"Hospice UK grabs you in a way that few charities can. And that's not just because of the work we do, which is so important. It's because of the people, because you know they're right there with you."

Jamie
Digital & Web Product Manager

Terms & Conditions



Terms and Conditions

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| Job title | Head of People and Culture |
| Contract | Permanent, full-time |
| Salary | £52,500 to £57,500 per annum |
| Probation period | Six months |
| Notice period | Three months |
| Work Pattern | 35 hours per week. We are passionate believers in working in a hybrid manner that suits you. See the appendix at the end of this document for more details. |
| Pension | You will be auto enrolled into our pension scheme which is at 4%. Further contributions can be made to the scheme and Hospice UK will match contributions of up to 7% of your gross salary. |
| Life Assurance | Is provided upon start date at three times salary, subject to acceptance by our insurers |
| Simplyhealth Scheme | A cash plan scheme, which provides payments towards everyday healthcare treatments for example dental, optical etc. up to a policy limit. All employees will be covered under level three of the scheme. |
| Cycle to work scheme | Loaning of a cycle via a salary sacrifice scheme. |
| Season ticket loan | An interest free loan is available after the completion of probation. |
| Holiday | 25 days in the first year, increasing to 27.5 days in the second year of service and 30 days in the third. <note that this is pro rata if the role is part-time> The leave year runs from 1 January to 31 December. |
| Location | You will be contractually based at Hospice House, Britannia Street, London, WC1X 9JG. The Hospice UK Hybrid Working Arrangement is available from the start of your employment. We anticipate you being in London 1 or 2 days each week for meetings, including a quarterly 'all staff' event. You can choose where to work for the rest of the time, in the office or remotely (home or other appropriate location). We encourage colleagues to visit member hospices. |

Appendices on following pages

About Hospice UK

A photograph of a window with a reflection of a brick building. The Hospice UK logo is visible on the glass, featuring a sunflower icon above the text 'hospice UK'. The word 'hospice' is in blue and 'UK' is in green. A small black sign with the letter 'G' is visible at the bottom center of the window.

hospice UK

Hybrid working at Hospice UK

At Hospice UK we have been hybrid working for a long time and believe that it's important to let individuals work in a way that makes sense for them. Everyone is different and we have colleagues who love being in the office with everything that brings as well as having whole teams based in all corners of the country.

We recognise that you are an individual and you have a way of working that is best for you. We'll always do our best to accommodate that.

We believe:

- It's based on trust. We trust you to choose the best times and places to match the work you do, your personal preferences and to balance this with your own needs and the needs of your team.
- Work is an activity and not a destination. Work is not simply desks in an office that people are required to be at from 9 to 5, a few days a week.
- Community, collaboration and connection are part of who we are at Hospice UK and we know they are important for your wellbeing. We will continue to provide safe office spaces for you to collaborate and connect with each other.
- Hospice UK recognises that physical presence does not equal great performance. Your performance will be evaluated on the impact you have and the outcomes you deliver, not solely on being at the office all the time.
- We know that there might be times when, even if you'll generally be working remotely, that you feel that being on site is crucial, such as when you first start working at Hospice UK or have started a new role.
- Hybrid working is open to everyone who has a suitable role regardless of how long they have worked for Hospice UK.

Working hours and keeping in touch

We want to empower you to flex the times you work so you can balance your home life around the needs of your role. We trust you to manage your own time and make sure you do the hours you are contracted to do. However, there are some important things we would like you to be aware of:

- We may ask you (with enough notice) to be available at certain times to meet the needs of the charity, and to physically be in the office to collaborate or attend training.
- If you choose to work early or late, perhaps during unsociable hours, please be courteous and respectful to your colleagues. We don't normally expect our people to respond to emails or calls during unsociable hours, nor should you.

Hybrid working should not be used as a way of carrying on working when you are sick, often called 'presenteeism.' If you are ill, then you need to take time off.

About our teams

Every single person at Hospice UK is a vital part of making our amazing organisation function. None of us can do it alone.

As time goes on, you'll find out more about what colleagues in other departments do, but for now, here's an overview of the individual teams and how, with you, they help Hospice UK change the world.

External Affairs

This new team brings together our communications and campaigns work, our policy, advocacy and influencing work, and our membership engagement function.

Our job as a department is to be the bold national voice of the hospice sector, representing its interests, campaigning and lobbying on its behalf, and improving public understanding of what hospices do and just how important they are.

We're here to make sure as many people as possible, from all walks of life, can access high quality end of life care – no matter who they are, where they are, or why they are ill.

Working closely with our 200+ hospice members, we have a strong track record of winning campaigns on their behalf, most notably in recent years by securing close to £400m in emergency support for the hospice sector during the Covid-19 pandemic.

Our focus now is ensuring that hospices can meet ever increasing demand for their services, with well-funded and well-staffed hospices across the UK.

Programmes

This new team brings together the projects and networks we deliver with and on behalf of our 200+ members, and our health, charity and academic partners. Our projects aim to increase the reach of hospice care to underserved communities. Our networks bring together colleagues and experts in many different roles to share and learn from each other.

We run conferences and masterclasses, including our flagship annual national conference. And we work with hospice leaders to tackle together some of the key issues impacting funding, workforce and service delivery across the four nations of the UK.

Our work is often overseen by clinicians and underpinned by the national evidence we analyse and the data we collect from hospices.

Income Generation and Grants

The Income Generation team raises money for Hospice UK through events, major donors, trusts, individual giving, legacies and corporate partnerships.

The Grants team secures funding from grant-making organisations and then distributes it to hospices via managed grants programmes.

The department is made up of five teams:

- Events and Supporter Engagement
- Major Giving
- Corporate Development
- Compassionate Employers
- Grants.

These teams all work alongside one another to maximise income for Hospice UK and support for local hospices through a variety of activities, campaigns and partnerships.

Our aim is to create sustainable, diverse income streams to enable Hospice UK and local hospices to continue to develop and thrive.

Operations

Operations enable Hospice UK to be an outstanding organisation, supporting and enabling the whole charity to achieve its objectives by providing resources and modern ways of working. We ensure that the best and most skilled staff can contribute to us being a great membership body. Hospice UK needs to be a super place to work to attract diverse talent and we are determined to foster a positive culture and employee experience.

The operations team is made up of our internal support teams:

- **People and Culture** work to look after the people at Hospice UK from ensuring that new colleagues have everything they need (including managing the induction programme and creation of this document) working with managers to find new colleagues and develop the teams they have. Alongside this they make sure that we focus on wellbeing of all the staff at Hospice UK and are always here when anyone needs to know how to find support.
- **ICT, Digital and Data** supports Hospice UK's vision, mission and strategic priorities by providing technology that helps us all to work efficiently and effectively. They also collaborate with teams across Hospice UK to improve the services that we provide to the hospice sector, members of the public and others.
- **Project ECHO** stands for the Extension of Community Healthcare Outcomes. A learning methodology leverages videoconferencing technology to share knowledge, best practice and provide support across various settings to increase the capacity of resources. This short Project ECHO [animation](#) provides an introduction to how the methodology can develop communities of practice and support the wider health and social care sector.
- **Finance** manage all the income and outgoings for the organisation, ensuring that we use the funds we receive from our supporters in a way that will give the most benefit.
- **Facilities** lead on ensuring that our office and wider means of working are running smoothly and allowing all our colleagues to have a welcoming, functional and enjoyable place to visit.
- **Regulatory and Contracts Manager** - not an employee but works closely with the operations team, and in particular ensures any contracts or agreements we enter into with external organisations are fit for purpose.