

Group Chief People Officer Vacancy

Lincolnshire Community Health Services NHS Trust
and United Lincolnshire Hospitals NHS Trust



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A Warm Welcome

Thank you for your interest in the Group Chief People Officer role at Lincolnshire Community Health Services NHS Trust (LCHS) and United Lincolnshire Hospitals NHS Trust (ULHT).

Following extensive consideration about how we can best develop and improve the way NHS providers in Lincolnshire can work better together to improve care for patients, our two NHS providers of physical health care have moved into a Group model. Following the appointment of our Group Chair and Group CEO, we are now looking to recruit to several key positions on our Group Board. The Group Chief People Officer role will be absolutely key in delivering our workforce agenda to ensure we have a well supported, highly motivated, patient focused workforce that will deliver the highest levels of patient care.

The decision to move to a Group model was made because our patients, their families and carers have consistently told us that, despite receiving great care from individual NHS services, their care is not always as joined up as it can be, nor is it always designed to best meet their needs. In addition, our clinicians tell us that the way NHS services are currently arranged across the county can be improved to enable them to provide more integrated care to better meet patient needs. We want the people of Lincolnshire to enjoy the highest quality health and wellbeing for themselves, their families and their communities, and we are dedicated to collaborating with them to achieve this aim.

Our joint vision will improve the way in which the NHS Provider Trusts, Lincolnshire's Primary Care Networks and our community partners and stakeholders can come together to deliver integrated care. Improved structures, developed specifically to support each locality in the county, will push more focus and resource towards our preventative and self-care ambitions, supporting people and communities to live better, and stay well for longer.

Over many years the NHS has been working toward the ambition of more care being delivered away from the acute trust and within community, primary care, voluntary, community and social enterprise sector and adult social care. We are thrilled that in Lincolnshire this is something we have been developing the foundation stones of for some time. We have been clear that this is our vision across the Integrated Care System. (ICS). This has been demonstrated in the growth in both budget and head

count to deliver direct patient care. Not only has this impacted our community trust in terms of significant growth in the last two years, but this has been led by and in partnership with ULHT as the acute provider. As a system we are dedicated to achieving our financial commitments, and this role is crucial in helping us achieve this.

For the right individual, this role offers a real opportunity to make a significant and positive impact on the provision of care for the benefit of patients, our people and the wider community. We are looking for an individual with the leadership capability to sustain and build on our successes to date, playing their full part in our improvement journey as a leader within the Group.

The person specification summarises the essential attributes of the individual we are seeking, and we would ask you to consider these carefully before applying. We are also seeking an individual who meets the important requirements outlined in the new national leadership competency framework. We welcome applications from individuals who can demonstrate a track-record in tackling complex challenges in a collaborative and system-orientated fashion. Above all we wish to assess leadership skills and values as much as professional expertise. This is a key appointment for our patients, our staff, our senior leadership team and our local and regional health and care system.

If you would like to discuss the role or the recruitment process please contact Simon Behan our Head of Recruitment (Simon.Behan@ulh.nhs.uk). We are planning a recruitment selection process to take place on Monday 3rd June and Wednesday 5th June and there will be the opportunity to visit both Trusts and meet key stakeholders before the formal processes take place.

Elaine Baylis QPM
Group Chair
Lincolnshire Community Health Services NHS Trust and
United Lincolnshire Hospitals NHS Trust

Professor Karen Dunderdale PhD, RGN
Group Chief Executive Officer Designate
Lincolnshire Community Health Services NHS Trust and
United Lincolnshire Hospitals NHS Trust

Background

Our Group is situated in the beautiful county of Lincolnshire, serving a population of more than 750,000 people. Lincolnshire is such a wonderful place to live and work with many opportunities to grow and develop as well as spend time on hobbies, activities and taking in local historic sites. Find out more on the [Visit Lincolnshire website](#).

Our Group provides community, acute and specialist services to people in Lincolnshire and neighbouring counties. Our 2023/24 Group annual income was c£874m, and we employ approximately 11,000 WTE staff.

We provide services at Lincoln County Hospital, Grantham and District Hospital and Pilgrim Hospital, Boston, as well as running services from community hospital sites and other community locations across Lincolnshire.

We are looking for an inspirational leader to move our Group into the next phase of integration. We recognise that outstanding care can only be delivered through our people working to co-design services with our population.

The successful candidate will not only have the skills to drive forward this partnership but also take pride in areas where we have already had some amazing success stories around collaborative working. These include:

- Virtual Wards in complex neurology, cardiology, respiratory and frailty with a palliative and end-of-life virtual ward planned for implementation
- Grantham Acute Services Review
- Community cardiology service
- Frailty pathway
- Discharge and flow including rapidly establishing new Discharge to Assess and Urgent Community Response services
- Equality, Diversity and Inclusion including a focus on supporting the Armed Forces Covenant, carer's passport, and allyship
- The Lincolnshire People Plan
- Investment in leadership and culture
- Work to embed approaches including population health management, personalisation and addressing health inequalities.

Our combined organisations are some of the most complex NHS organisations in the

country, with multiple sites across a predominantly rural and coastal location. In common with many NHS organisations, we are faced with growing demand for our services at a time when our models of care and our estates are stretched. We also face ongoing staff recruitment and retention challenges. However, we take extraordinary pride in building working environments where staff feel valued, cared for and part of a team. We are delighted this can be seen within the latest National Staff Survey results showing sustained and improved scores from both organisations.

As an indication of our intent to work in a properly integrated way, the NHS Lincolnshire Integrated Care Board (ICB) Executive Team have recently approved a new Urgent Treatment Centre and integrated community/acute medical service at Grantham and District Hospital. All aspects of the Integrated Community/Acute Medicine Service are now delivered through a collaboration between LCHS and ULHT.

This is just one example of many transformation projects that will require a strong clinical leader who is willing to put themselves and the Trusts at the centre of arrangements for health and care provision in Lincolnshire, ultimately making a positive difference to our patients.

With this in mind the ambition is to:

- Deliver the highest quality and sustainable services to our patients.
- Play our part in delivering locally the national NHS agenda around health inequalities, population health management and delivering care closer to home. Continue to work closely with local government, further and higher education, the voluntary sector and the independent sector.
- Play our part as “Anchor Institutions” within our localities, maximising our role in delivering improved health and wellbeing, economic regeneration, local and regional innovation and increased levels of local employment.
- Maximise the potential of partnerships for education, research and innovation.
- Maximise the skills and strength of our workforce:
 - Sharing resources
 - Developing local where possible
 - Improving training and development opportunities for all staff.
- Implement integrated pathways of care across community and primary care reducing reliance on hospital services and providing services closer to or at

home for our patients.

- Reduce inequalities of provision and access across our local communities.
- Make increased use of technology to support self-help, prevention, early intervention, remote diagnosis and treatment where appropriate.
- Ensure that our infrastructure maximises the use of technology in service delivery including use of robotics and Artificial Intelligence.

About LCHS

Our purpose is described as “Great care, close to home”.

At LCHS, we pride ourselves on creating the right environment for our staff, to support them in giving our patients the best care possible.

Our Strategic Aims for 2024/25 across the Group are:

Strategic Aim 1 - Patients

To deliver high quality, safe and responsive patient services

Strategic Aim 2 - People

To enable our people to lead, work differently, be inclusive, motivated and proud to work within LCHG

Strategic Aim 3 - Services

To ensure services are sustainable, supported by technology and delivered from an improved estate

Strategic Aim 4 - Partners

To collaborate with our primary care, ICS and external partners to implement new models of care, transform services and grow our culture of research and innovation

Strategic Aim 5 - Population Health

To embed a population health approach to improve physical and mental health outcomes, promote well-being, and reduce health inequalities across an entire population

Our Clinical Strategy 2023-28 has three main themes:

- Theme 1: Work with health and care partners to ensure care closer to home: We will ensure accessible, integrated and responsive care.

- Theme 2: People are at the centre of everything we do: We will work with people to enable them to live their best lives from birth to the end of life.
- Theme 3: Support people to live well in their communities for longer. We will work with people and health and care partners to build strong and supportive communities.

We Provide the following services;

- Community nursing, a core and essential service provided by LCHS for the people of Lincolnshire, providing support to people with long term conditions, frailty, and those at the end of life. They work closely with a range of professionals from other agencies including Primary Care Networks as part of Neighbourhood Teams, providing integrated care for patients to meet local needs closer to home.
- Specialist nursing services including respiratory and pulmonary rehab, diabetes, bladder and bowel, skin integrity, lymphoedema, heart failure, cardiac rehab, Parkinson's, TB and Electronic assistive technology service (EATS).
- Palliative and end of life services including the palliative single point of access.
- Four community hospitals in Louth, Skegness, Gainsborough and Spalding providing services including inpatient rehab, palliative care, theatre services and outpatient clinics as well as nursing services to Butterfly Hospice in Boston
- Integrated urgent and emergency care services including our award-winning Clinical Assessment Service (CAS), Urgent Treatment Centres (UTCs) at Boston, Gainsborough, Louth, Lincoln, Skegness, and Spalding, and out of hours services at Stamford. We have added a number of new services since 2022 including Urgent Community Response, Discharge to Assess, and Virtual Wards in frailty, cardiology and respiratory. LCHS has on average double the attendances of ULHT's type 1 attendances (including Out of Hours services and CAS).
- Transitional care reablement services to bridge the gap between hospital and home and to maximise recovery and promote independence in partnership with providers including Age UK.
- Adult therapy services including musculoskeletal (MSK) physiotherapy, adult speech and language therapy, community stroke services, community physio and occupational therapy. and podiatry service
- Integrated sexual health and contraceptive health, rated outstanding by our commissioner.
- Children's and young people's services including immunisation and vaccination

services, children's therapy services, and children in care (previously known as looked after children)

- Our Operations Centre was opened in December 2016 and provides a 24/7 multi- disciplinary team for LCHS
- Safeguarding services for both children and adults

Our progress and achievements:

What can you expect from us?

We have many exciting and innovative programmes and initiatives that are ongoing, helping us to deliver our strategic aims and objectives to deliver 'Great care, close to home' and the NHS People Promise.

Our people:

- The Board has continued to prioritise equality, diversity, and inclusion work with LCHS staff networks including participating in events such as LGBTQ+ History Month, Black History Month, International Women's Day, and UK Disability History Month. Our executives also sponsor many of our Staff Networks
- We recognise the value of having apprentices in our workforce as a route to fresh new talent and developing our existing workforce. We not only employ apprentices at entry level, but we also offer ongoing apprenticeship training for staff at all levels. Around 10% of our workforce is on an apprenticeship and nearly 90% of staff have remained employed after completing an apprenticeship in the last seven years.
- As one of only three Apprenticeship Centre in the East Midlands, we are proud that our Apprenticeship Centre is rated 'Good' by Ofsted main provider status by the Education and Skills Funding Agency (ESFA) enables LCHS to deliver apprenticeships to our own staff as well as any other employer.
- In addition to this we have also reaccredited the Department of Education Matrix Standard. This further demonstrates our ambitions for working across our county as an Anchor Institute.
- Our Volunteering Service is flourishing with 54 active volunteers. In 2023 our volunteers provided almost 2,500 hours of support to our services. Several volunteers have achieved the National Volunteering Certificate for completing over 100 hours of volunteering.
- LCHS is piloting the NHS Volunteer to Career project, supporting people who are experiencing barriers to applying for roles through traditional routes.

- LCHS is a People Promise Exemplar site which is working towards improving retention in Nursing and improving the working experience for our people by improving the conditions in which people work.
- LCHS remains in the upper quartile for staff engagement score, posting 9th in the country for National Quarterly pulse survey in Q1 and 3rd across all community trusts.
- We have a comprehensive range of health and well-being offers across mental health, physical, emotional and financial support. We have a dedicated team of trained Mental Health First Aid (MHFA) support and an excellent Employee Assistance Programme (EAP).
- Staff turnover is well within the 15% target and the vacancy rate is comfortably within the 8% target.

Our services:

- LCHS has led the Care Closer to Home programme which enables those with complex care needs, or who have multiple medical conditions or are frail, to live healthy and independent lives at home or in a place they call home and out of the hospital wherever possible. LCHS has rapidly implemented several new nationally mandated services including:
 - Complex neurology, cardiology, respiratory and frailty virtual wards with a palliative and end-of-life virtual ward planned for implementation.
 - 'Winter' initiatives which helped to create additional bed capacity.
 - Discharge initiatives to support flow such as Discharge to Assess.
 - Urgent Community Response (UCR) which continues to deliver its 97% referral to treatment compliance against the 2-hour target.
- LCHS has driven personalised care for Lincolnshire so that people have choice and control over the way their care is planned and delivered.
- Our Skegness and Mablethorpe Community Nursing Teams ensured LCHS became one of six test and evaluation sites in the Transforming Wound Care Programme in collaboration with the National Wound Care Strategy Programme and the East Midlands Academic Health Science Network (EMAHSN).
- LCHS became the main provider of supporting and co-ordinating all pressure damage in Lincolnshire. Our proposal for new ways of working in pressure damage, co-created with partners, has been endorsed as the first Lincolnshire Quality Group system safety priority.

- LCHS is the lead provider for the mass vaccination services across the county; Lincolnshire was ranked in the top three systems nationally for all pathways and programmes of vaccination.
- In 2023 we started work on a new and improved environment for Scotter Ward in John Coupland Hospital in Gainsborough. The ward is receiving £3.5m upgrades to provide a modern and improved environment for patients and staff.
- LCHS is driving digital innovation in the county to improve access to services including different ways of getting advice and treatment including such as telephone- based or virtual, matched to the patient's individual needs.

Our partnerships:

- There is a long history of joint working in Lincolnshire between the NHS, primary care, local authority, social care, voluntary, community and social enterprise sector partnerships, housing, and children's services, to address factors that determine health and to seek to reduce demand on healthcare services in a more preventative and proactive manner. We work closely with our partners as part of the 'Better Lives Lincolnshire' Integrated Care System (ICS).
- Our Apprenticeship Centre delivers health and social care apprenticeships to Primary Care our partners including a new General Practice Assistant role to reduce the administration and basic clinical procedures that take up GP time in practice.
- Delivery of the Integrated Care programme including Integrated Community Nursing. Three pilot sites in Boston, South Lincoln, and First Coastal Primary Care Network (PCN) are exploring new templates for working for improved joined up care in the community. The learning and evaluation of the pilot sites will be used to inform future models of working across the county.

Further reading:

- [Our Services](#)
- [2022/23 Annual Report](#)
- [Join Us](#)
- [CQC](#)
- [National Preceptorship Quality Mark - NHS England](#)
- [National Leadership Competency Framework](#)

About ULHT

At ULHT we have a vision statement – “Outstanding Care Personally Delivered” – stating our ambition for our Trust to be among the best. In the last few years, we have made significant progress and, in spite of challenges brought about by the COVID-19 pandemic and increases in demand on our services, we have many achievements to be proud of.

Our values guide everything we do. They are:

- **Patient-centred** – Putting patients at the heart of everything we do, listening and responding to their needs and wishes.
- **Safety** – Following ULHT and professional guidelines. Speaking up to make sure patients and staff are safe from harm.
- **Excellence** – Striving to be the best that we can be. Innovating and learning from others.
- **Compassion** – Caring for patients and their loved ones in ways we would want for our friends and family.
- **Respect** – Behaving and using language that demonstrates respect and courtesy to others. Zero tolerance to bullying, inequality, prejudice and discrimination.

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Strategic Aim 3 - Services

To ensure services are sustainable, supported by technology and delivered from an improved estate

Strategic Aim 4 - Partners

To collaborate with our primary care, ICS and external partners to implement new models of care, transform services and grow our culture of research and innovation

Strategic Aim 5 - Population Health

To embed a population health approach to improve physical and mental health outcomes, promote well-being, and reduce health inequalities across an entire population

Our five-year Integrated Improvement Plan (IIP) set out how we will achieve our strategic objectives, for patients, services, people and partners, recognising that our future success depends on our ability to ensure the Lincolnshire healthcare system is successful in achieving its ambition to help people live healthier lives and provide care closer to where people live.

Our Trust Board has recently approved year five of this plan. In 2023 the NHS Lincolnshire Integrated Care Board (ICB) Executive Team recently approved an Urgent Treatment Centre and integrated community/acute medical service at Grantham and District Hospital. All aspects of the Integrated Community/Acute Medicine Service are now delivered through a collaboration between LCHS and ULHT. This means we retain a local team with local knowledge for both services.

Our Clinical Strategy is currently under review.

Our latest CQC inspection report published in February 2022 increased our ratings for being effective and well-led from 'Requires Improvement' to 'Good'. The CQC commended the widespread improvements at the Trust. As a result of these improvements, the Trust was removed from 'special measures' in March 2022.

This is in recognition of the huge amount of work that our amazing staff have done to improve the quality of care for our patients in recent years, our improved monetary management arrangements and demonstrates the progress we have made as an organisation.

Our progress and achievements:

What can you expect from us?

We have many exciting and innovative programmes and initiatives that are ongoing, helping us to deliver our strategic aims and objectives to deliver 'Outstanding care personally delivered' and the NHS People Promise.

Our People:

- We have very active staff networks supporting colleagues across the Trust. These include our Armed Forces Staff Network, our Pride+ Staff Network, our Women's Staff Network, Our Carers' Staff Network, our REACH Staff Network (originally launched as the BAME Staff Equality Network), Men's Staff Network and our MAPLE Staff Network for colleagues with Mental and Physical Lived Experience.
- Our neonatal team has been awarded a Certificate of Commitment in its first step towards gaining recognition from the UK Committee for UNICEF (UNICEF UK) Baby Friendly Initiative (BFI). This builds on the success of our maternity services which are stage 2 BFI accredited.
- We are very proud to have signed the Armed Forces Covenant and were awarded Gold accreditation in 2023.
- We have also taken a stand against discriminatory behaviour with the launch of an anti-racism campaign and strategy, with our EDI action plan receiving a 'Good' rating from NHS Employers.
- We also have an award-winning Patient Experience Team who have been recognised nationally and epitomise our mission to provide outstanding care personally delivered to the people of Lincolnshire.
- Clean registration with the CQC (no conditions or warning notices) – the first time in several years.
- Implementation and roll out of the National Culture and Leadership Programme including the formation of a Leading Together Forum.
- People Promise exemplar site with year one complete moving into year two, which has been nationally recognised for the positive impact this programme has made on retention.
- For the first time in at least two years our vacancy position sits at its lowest percentage with an ambition to get to 4% trust wide by the end of the financial year.

Our Services:

- We are undertaking multi million pound investments to transform our hospitals in Lincoln, Boston and Grantham. The following projects are in addition to an ongoing extensive ward improvement programme, which will ensure that we can not only meet the needs of patients and staff now, but also in the future:
 - We are about to launch the final phase of a £10 million project at Lincoln

County Hospital which has seen the addition of an Urgent Treatment Centre and a new resuscitation department.

- Work on transforming the Emergency Department at Pilgrim Hospital, Boston is underway. This £46m development will see the department more than treble in size and include state-of-the-art innovations and infection prevention control measures, have more cubicles to treat patients and a bigger resuscitation zone for the sickest patients. It will also include separate areas dedicated to providing emergency care for the hospital's youngest patients and their families and additional treatment rooms for mental health patients.
- We have invested £5.3 million in two new state-of-the-art theatres at Grantham and District Hospital. The modular building also includes the associated preparation rooms, utility facilities and a six-bed recovery bay. The hospital has also been named as one of eight surgical hubs nationally to be awarded accreditation for high standards in clinical and operational practice.
- A multi-million pound investment in Lincoln led to the opening of a state of the art Respiratory Support Unit (RSU) in-line with GIRFT (Getting It Right First Time) recommendations and the British Thoracic Society Standards, ensuring patients of Lincolnshire are receiving the best possible respiratory care.
- Our new £1 million pharmaceutical aseptic unit is making lifesaving chemotherapy, intravenous nutrition and other ready-made injectable medicines, for the sickest patients in the county's hospitals.
- The first of the Community Diagnostic Centres in Lincolnshire, run by ULHT, has been opened in Grantham. Plans are underway for centres to be opened in other locations in the county.
- We have a world-class heart centre at Lincoln County Hospital which is not only saving thousands of lives each year but is also sharing its best practices with centres across the world and helping with NICE guidelines.
- A £3.2 million investment in robotic surgery means hundreds of patients are now able to have their surgery closer to home every year.

Our Partnerships:

- We continue to welcome medical students from the new Lincoln Medical School.
- A pioneering end-of-life 'hospice in a hospital' is embedded into Grantham and District Hospital.

- We have clinical research facilities at Lincoln and Boston which complement our Trust wide research to ensure our communities can access innovative, as well as safe, responsive care.

Further reading:

- [ULHT Annual Reports and plans](#)
- [Board meetings](#)
- [CQC](#)
- [Latest news](#)
- [Innovations and enhancements at ULHT](#)
- [Trust website](#)
- [ULHT careers](#)
- [National Leadership Competency Framework](#)

Job Description

Job Title:	Group Chief People Officer
Accountable To:	Group Chief Executive
Location:	Across the Group of LCHS & ULHT – based at Trust HQ (but required to attend all sites as a matter of routine)
Grade:	VSM

Job summary

The Group Chief People Officer is a full Executive Director of the Lincolnshire Community Health Services Trust & United Lincolnshire Hospitals Trust (the Group) and member of the unitary Group Board and is expected to work as part of an integrated team and take lead responsibility for strategic and corporate issues both within and external to their immediate portfolio, making a major contribution to the achievements of the Groups vision and strategic goals.

The Executive Director and Board Member is accountable for the development and implementation of the workforce strategy. As a key member of the unitary Joint Executive the Group Chief People Officer will develop the strategic direction and shared operational success, working collaboratively across pathways and geographical boundaries.

The Group Chief People Officer leads the professional and functional expertise in people and organisational development teams across the Group.

The Group Chief People Officer will lead, develop, and monitor the delivery of education, training and professional development, and support the development of appropriate career pathways within the organisation. The Chief People Officer will also be the Executive lead for equality, diversity & inclusion across the Group providing leadership and managerial oversight of the Director of People, Inclusion and Equity.

The Group Chief People Officer will develop and implement effective talent management and succession planning arrangements within the Trust. They will ensure the provision of appropriate, robust learning, coaching and the development and education functions for all staff groups in the Trust.

Role profile

- The Group Chief People Officer (CPO) is a key member of the Group Executive and a non-voting member of the Trust Board.
- As a member of the Group executive team, contributing to the key business decisions of the Group and to contribute to the development, communication and promotion of Group purpose, vision, aims and objectives.
- As a member of the Group executive team, provide assurance to the Group Board through the sub-committees and the non-executive leads, on the delivery of the Group purpose, vision, aims and objectives.
- As such, the post holder will be a role model for compassionate and inclusive leadership, developing people plans which enable the achievement of the Group's key objectives.
- With colleagues create a compassionate, just and positive culture where the skills and behaviours needed to develop great teams and organisation cultures are implemented. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours.
- Facilitate a culture of close connection and collaboration with the workforce to continuously enhance the employee experience.
- Develop and implement of resilient and robust workforce plans that enables the Group to attract and utilise the resources it requires, providing high quality services to its patients and commissioners in a cost-effective manner.
- Develop an Organisational Development programme to effect cultural transformation so that the organisation's culture better supports the Group's aspirations and objectives.
- Create appropriate policies, processes, systems and approaches to embed good people practices and a management style conducive to delivering a people focused service to all stakeholders.
- Collaborate with others to develop new models of working to meet current and future business needs, looking at skill mix, role design and flexible working initiatives.
- Develop and implement strategies to promote equality, and the effective management of diversity across the Group.
- Develop systems to identify and develop talent as well as support succession planning.
- Sponsorship and design of interventions and initiatives that develop leadership skills at many levels in the organisations, but particularly the senior

management group.

- Leadership and development of the Health and Wellbeing strategy for staff.
- Executive Lead for the Freedom to Speak up Guardian and responsibilities under the Equality Act 2010.

Key Responsibilities:

Professional Leadership

- Lead an effective and responsive range of People services to the organisation, including: Recruitment, Selection, Induction, Freedom to Speak Up, Employment Policy, Workforce Planning and Information, Education, Training, Professional Development, Occupational Health, Health and Wellbeing, Training and Organisational Development, Employee Relations, Pay and Reward, Change Management, Equality, Diversity and Inclusion.
- Lead, inspire and develop People Directorate colleagues to build and maintain a highly effective team who deliver high quality support services.
- Facilitate the development of the corporate core purpose, vision, mission, and values and demonstrate personal leadership in developing the culture of the Group and the ongoing development of our People Strategy.
- Provide leadership, vision and direction to the People Directorate, managing the delivery of high quality service that are innovative and solution focused.
- Be a role model for effective leadership within the Group, championing a professional and open culture which empowers staff to consistently deliver Quality Care with Compassion, acting as a role model for the behaviours and high professional standards expected.
- Lead the development of the Trust as an anchor organisation, with a particular focus on inclusive culture and local employment opportunities.
- Contribute and influence the development and delivery of the Lincolnshire Integrated Care Board (ICB) strategy, Workforce Board and respond to regional and national developments.
- Develop effective working relationships with key external stakeholders including other NHS organisations, ICB, NHSE, local further and higher education providers and other local health and care providers.
- Contribute to the development of a culture of continuous improvement within the Group in order to achieve and deliver financial and performance targets.
- Ensure that all legal and statutory obligations are met.

- Represent the Group locally and nationally as and when required.
- Adhere to the values and leadership behaviours of the Group.

Quality and Governance

- Maintain good knowledge of emerging people policies from NHS and government departments in order to lead the development and implementation of people strategy that is responsive to and compliant with national policy.
- Research and identify relevant best practice, this could be UK wide, globally, public or private sector both within and outside the health economy in order to develop appropriate options to implement policies. Consider how best practice could be applied, taking into account the impact on existing relationships between entities and their functions across the health economy.
- Work with senior colleagues to proactively promote the Group within the wider community, building sustainable relationships with key partners.
- Represent the Group at regional, national, and international level as appropriate.
- Participate in the Director on-call Gold rota.

Strategic and operational responsibilities

- Provide the Board/Group Chief Executive with expert HR advice to inform strategy and developments across the organisation.
- Act as lead director to the People Committee of the Board.
- Co-chair and further develop the Group's Staff Consultation Arrangements across the Group.
- Manage the People Directorate budget and deliver the required cost improvement programme.
- Develop an ongoing workforce plan for the Group and to support the Groups financial sustainability ensuring the effectiveness and potential transformation of the workforce resource.
- Lead the development and implementation of the Group's overall People ambitions. This will include the delivery of the Group's People plan and ongoing development of the Group's approach to implementing the national people plan.
- Promote the Group to prospective employees as a vibrant and rewarding place to work.
- Develop a modern, high quality Human Resources service across the Group

which meets business and workforce needs of the organisation, that operates in line with our values, enables the Group to recruit and retain the very highest quality talent.

- Lead, develop, implement and review an innovative workforce strategy that supports service reconfiguration and strategic developments.
- Develop and augment methodologies in workforce planning and design; including the introduction of new roles and teams across services and organisations.
- Provide expertise and guidance on organisational development and cultural transformation, through the delivery of an ambitious, highly visible, engaging and actively managed programme of organisational development initiatives, designed to build on organisational culture and values, fulfilling our commitment to put staff at the heart of everything we do.
- Ensure effective frameworks are in place for partnership working and engagement in order to build positive working relationships with staff side representatives.
- Lead on the development, implementation and monitoring of key performance indicators and provide workforce information to facilitate improved individual and organisational performance.
- Report to the Group Board on all workforce issues, risks and developments.
- Develop a variety of experiential impact tools to assess staff satisfaction, to understand organisational culture, line management capability and improve engagement.
- Improve devolved leadership at every level, through the design and delivery of high-quality leadership development programmes, and provision of advice and support to line managers, in support of positive culture change and innovation.
- Nurture and develop clinical and managerial talent for future leadership roles, inside a rigorous talent management and succession planning framework for key divisional and corporate posts to maintain service continuity and effective leadership.
- Deliver plans to ensure the highest levels of staff engagement and that we are recognised as model employers.
- Develop the reward and recognition framework to recognise appropriate behaviours and high performance.
- Create a culture of psychological safety through the delivery of robust Freedom to Speak Up mechanisms, effective management of cultural risks and implementation of a restorative, just and learning approach.

- Ensure that rates and quality of appraisals achieve Group targets. Ensure there is a clear and transparent framework in place for appraisal and performance management of all employees, supporting delivery of talent management and succession planning.
- Ensure the delivery of a consistent and effective colleague wellbeing service that supports and maintains a healthy workforce and minimised colleague absences and occupational health risks.
- Collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce. Strengthening relationships and developing collaborative behaviours which are key to the integrated care environment
- Work closely with universities and colleges, NHS England, the Group Chief Nursing Officer and the Group Chief Medical Officer to optimise the training and development of clinical professional staff and the development of new roles and different ways of working.
- Oversee essential training programmes for all staff, ensuring the requirements are routinely reviewed, the obligations of staff and the responsibilities of line managers are clear and properly communicated, the training itself is of high quality and economical in terms of staff time, training outcomes are evaluated, and compliance is appropriately reported.
- Drive the strategic development of the Groups' services in accordance with local health needs, business development, education and research priorities.
- Collaborate with academic partners, as appropriate, to foster high-quality education, research, training and innovation throughout both organisations
- Ensure activity and service objectives are effectively met in compliance with the Group' Standing Orders and SFIs, scheme of delegated authority and legislation and play an active role in the overall management of the Group.
- Along with other Directors, ensure each Trust's policies and procedures are adhered to and where necessary direct changes to support the operation of the Group.
- Adhere to the standards laid down in the NHS Code of Conduct for managers and, at all times, to act in a manner that reflects and promotes the values of the Group.

Culture, Inclusion, Equality and Diversity

- To deliver demonstrable improvements to inequality issues identified in and

measured against the Workforce Race and Disability Equality Standards, gender pay gap and the experience of colleagues with protected characteristics as measured through the annual NHS Staff Survey.

- To provide solution focussed and accessible professional advice and guidance to managers, staff and key stakeholders and work with colleagues, ensuring that equality, diversity and inclusion is at the heart of our colleague experience.
- Engage and work collaboratively with Group Equality, Diversity and Inclusion networks.
- Accountable for ensuring equal opportunities for under represented groups.
- Ensure operational delivery is inclusive and addresses health inequalities, mitigating against cultural hesitancies and digital exclusion, and accelerating preventive programmes that proactively engage those at greatest risk of poor access and outcomes.
- Lead on developing a fair and inclusive values based culture that ensures equity for our staff and service users and that challenges poor behaviours.
- Be a visible champion of the Group's Equality, Diversity and Inclusion strategy, promoting a culturally intelligent leadership style.
- Actively ensure that the organisation is meeting its statutory responsibilities in respect of equality and diversity.

This job description may be reviewed from time to time in light of developments and may be amended in consultation with the post holder.

The postholder will be fully compliant with the 'Fit and Proper Persons' requirements and will undertake the relevant DBS check.

Person Specification

Job Related Criteria	Essential	Essential/ Desirable	How Identified
Qualifications (Academic, Professional & Vocational)	<ul style="list-style-type: none"> • Master's degree • Further professional qualification at CIPD • Evidence of recent management and leadership development • Evidence of continuous professional and personal development 	E E E E	Application Form and Interview
Previous Experience (Nature & Level)	<ul style="list-style-type: none"> • Significant experience at Director of People & OD level in an NHS Trust or other large complex multi-professional organisation • Experience of leading diverse services and programmes • Proven track record of achievement in the HR leadership of a large and complex customer-facing organisation • At least five years experience in a very senior HR position withing the NHS or similar complex organisation • Proven ability to evaluate and optimise business cases and to construct effective business models for service delivery • Substantial demonstrable experience of managing Employee Relations within a multi-union environment • Successful management of change in a distressed organisation and/or system • Experience of leading major service and/or transformational change • Experience of leading a cross organisational and professional boundaries • Experience of effective partnerships and working with internal and external stakeholders • Experience in the management of large budgets 	E E E E E E E E E	Application Form and Interview

Leadership & Management Style	<ul style="list-style-type: none"> • Dynamic, passionate, open, participative and supportive leadership style. • Team builder, able to delegate. • Able to make decisions and take charge of events through a performance management approach. • Excellent interpersonal skills. • Strong influencing skills with the ability to shape development across the health and social care system. • Experienced coach and mentor 	E E E E E E	Application Form and Interview
Evidence of Particular: - Knowledge - Skills - Aptitudes	<ul style="list-style-type: none"> • Current knowledge of the leadership and management context of the NHS, and HR systems and processes necessary for delivering excellence in health care. • A thorough understanding of modern HR & OD theory and practice, and a very good working knowledge of current employment law. • Demonstrable understanding of the Groups strategic, financial, HR and management challenges and requirements. • Evidence of successfully leading and developing a geographically dispersed large team where outcomes are improved and sustained • Adept at holding to a clear strategy and set of values while responding appropriately to short-term challenges and priorities 	E E E E	Application form and Interview
Personal Qualities	<ul style="list-style-type: none"> • Ability to flex style and approach • The intellect and interpersonal skills to command the respect of clinicians, managers and academics • Able to succeed in highly pressured environment • Able to travel/work around large country 	E E E E	