



**Historic  
Royal Palaces**



# Human Resources Director





# Welcome

Thank you for your interest in becoming our new Human Resources Director.

At Historic Royal Palaces (HRP), we are proud to be responsible for six great historic sites and palaces and, to our core, believe in our Cause to Stir every spirit in order to inspire and provoke change. We have a track record of success and innovation, and have recently developed an exciting and ambitious new Cause and Strategy for the next phase of our evolution.

Welcoming over five million visitors every year, we are financially self-sufficient and deliver our twin charitable aims of conservation and education with no public funding. We have a reputation for self-reliance, innovation and high standards in everything we do but are not resting on our laurels – a culture of continuous improvement will always be critical in generating the change that is needed to meet new demands.

As Human Resources Director, you will lead the development and delivery of an ambitious people strategy that continues to improve our operational performance and supports a culture where people value each other and value difference. Reporting to the Chief Executive, you will help shape HRP through organisational and people development, ensuring we build an agile and flexible organisation that attracts and develops the best talent, stirs every employee's spirit and supports high performance. You cannot do this alone, so you will need to excel at engaging and influencing key stakeholders across the breadth of HRP.

This appointment requires an exceptional leader with an outstanding track record of operating at a strategic level across all HR disciplines. We're open about the sector you come from, but regardless of your background, you will have delivered change that impacts organisationally and culturally in an organisation of comparative (or larger) scale and complexity to HRP, with the leadership skills to motivate, inspire and empower diverse teams. As importantly, you will be a genuine 'people person' who can secure the confidence of others quickly.

People at Historic Royal Palaces are among the best in their fields and are passionate about what they do for our organisation. They are at the absolute heart of HRP's ability to achieve its aims. As our Human Resources Director, you will play a vital leadership role in shaping HRP's future, working alongside colleagues on the Executive Board and the wider senior leadership team.

We believe this is an outstanding opportunity. If you would like to bring your own personal commitment, experience and passion to help us to deliver the next stage of Historic Royal Palaces' future, I look forward to hearing from you.

**John Barnes**  
**Chief Executive**  
**Historic Royal Palaces**

# About Historic Royal Palaces

We exist to stir every spirit in order to inspire and provoke change.

Historic Royal Palaces (HRP) is the independent charity responsible for the management of six royal palaces and their associated content and landscapes.

As custodian of some of Britain's most iconic historic buildings, HRP is responsible for the care, preservation and presentation to the public of:

- The Tower of London
- Hampton Court Palace
- Kensington Palace
- The Banqueting House at Whitehall
- Kew Palace with its Royal Kitchens, Queen Charlotte's Cottage and The Great Pagoda
- Hillsborough Castle in Northern Ireland.

The five London palaces are owned by Her Majesty The Queen in Right of Crown and held for the benefit of the nation by Government through the Department for Digital, Culture, Media and Sport. Hillsborough Castle is owned by Government through the Northern Ireland Office and is The Queen's Royal Residence in Northern Ireland. HRP was established by Royal Charter in 1998. Since this time, HRP has been responsible for the five London palaces under contract with the Secretary of State for Digital, Culture, Media and Sport. Responsibility for Hillsborough Castle under contract from the Northern Ireland Office since April 2014, has been a seminal shift in the scope of HRP's work; extending the geographic focus as well as bringing a new historical dimension to the sites managed.

The organisation is governed by a board of trustees, all of whom are non-executive. There is also an executive board, comprising the Chief Executive and eight Directors, responsible for the day to day management and strategic development of the organisation. The overall aim and purpose of Historic Royal Palaces is expressed in our cause – "To stir every spirit in order to inspire and provoke change."

## **Our work is guided by four principles:**

- Everyone's in - Everyone feels the palaces are for them
- Style and panache - Everything is lifted beyond the ordinary
- History with a twist - The nation's stories surprise and are made relevant to today
- Surprisingly personal - People are welcomed as guests with individual needs

Further information about HRP is available at: [www.hrp.org.uk](http://www.hrp.org.uk).

# Role Profile

**Role title** Human Resources Director

**Accountable to** Chief Executive

- Role purpose**
- To provide a professional HR service enabling HRP to attract, retain, develop and empower high performing staff to achieve its Cause and Strategic Plans.
  - To contribute to the overall management, direction and development of HRP as a member of the Executive Board.

Responsible for 5 direct reports (three Human Resources Managers, a Learning and Development Manager and an Executive Assistant)

## Key Responsibilities of the role

- Participate fully as a member of the Executive Board, contributing to the overall direction, leadership and development of the organisation.
- Produce, agree and deliver Operating Plans/Strategies and annual budgets for the HR function.
- Develop and implement strategies to nurture a culture that's united behind our Cause. These strategies currently include:
  - building an agile and flexible organisation where simplicity is valued
  - creating a workplace that stirs every employee's spirit and support high performance
  - leading the development and embedding of HRP's Performance Framework, articulating the behaviours required for staff to live our Cause
- Lead the development and implementation of recruitment and selection practices that enables HRP to attract and select the right people to achieve its objectives
- Maintain stable and productive relationships with our Trade Unions, including leading annual pay negotiations
- Develop and maintain competitive and cost-effective remuneration strategies, policies and practices
- Provide secretarial services to HRP's Remuneration Committee, and support the Chief Executive in preparing relevant papers and proposals
- Develop and implement learning and development strategies, policies and plans to increase capability levels of leaders/staff to meet organisational and individual needs.
- Support the Chief Executive and Directors in the Annual Succession and Talent planning review and support the production of development plans for key successors and high potential staff.
- Ensure that HR information processes provide relevant, timely and accurate information to support organisational decision making.
- Lead and develop the implementation of HRP's Performance Management processes.

## **Key Responsibilities of the role**

- Ensure that high quality HR advice and support is given to managers and staff in all employee relations areas.
- Provide a centre of expertise for the organisation in leading and managing change.
- Support the C&D department to develop and implement high quality internal communications to all staff.
- Ensure that the HR department is appropriately structured and resourced, and HR staff are able and motivated, to deliver its strategic/operating plans, and 'live' the qualities in HRP's Performance Framework.
- Develop HRP's Volunteer programme and capabilities, to enhance the visitor experience and to deepen community engagement.
- Develop and maintain an apprentice programme that provides a pipeline of future talent to HRP.
- Deliver, develop and measure a comprehensive Health and Wellbeing Programme to encourage healthy working and living.
- Build a culture of dignity, and respect, where differences in background and opinion are valued.
- Act as an employer nominated Trustee of HRP's Defined Benefit Pension Scheme.
- Undertake any other relevant duties which fall under the general scope of the role, as directed by the Chief Executive.

## **Core Qualities and Behaviours (HRP's Performance Framework)**

Lead by example by demonstrating the following:

- Ensure every customer (internal and external) feels delighted with their contact with HRP and the quality of the personal service/experience they receive. (Delighting the Customer)
- Manage yourself and others effectively through planning, organising and anticipating problems ahead. (Planning for Success)
- Deliver work on time and to the high standards required, by taking ownership for outcomes, demonstrating pride in their achievement. (Owning the Issue, Getting it Done)
- Explore and try fresh, novel ways of doing things that are in keeping with HRP's Cause and add real value to the Organisation. (Having the courage to try new things)
- Continually develop expertise in key areas of your role, to ensure delivery of high-quality work. (Developing our Expertise)
- Develop and maintain an in-depth understanding of the organisation, so that all your actions help achieve the best outcomes for HRP. (Knowing our Organisation)
- Work collaboratively with colleagues across functional and geographical boundaries to ensure the success of HRP. (One Team – One HRP)
- Support and guide your colleagues so they feel valued and inspired to succeed in their work (Supporting others to Succeed)

# Person Specification

In your application for this appointment, please reply directly to the Knowledge and Experience criteria outlined below. The criteria set out under Skills and Leadership Style will be explored at interview with selected candidates.

## Knowledge and Experience

- Deep experience of strategic HR and OD leadership and successfully delivering change in an organisation of comparable size and complexity.
- Experience of working closely with a Chief Executive/Executive Board and Trustee Non-Executive Board to shape vision and strategy, and to ensure good governance and management of the business.
- Successful track record in building and maintaining high performance/engaging work environments where staff are motivated, highly competent and focused on what's important to achieve ongoing organisational success.
- Experience of and expertise in budgeting, forecasting and the management of financial and other resources.
- Knowledge and understanding of how this role can help to enhance HRP's widening participation, equal opportunities and social inclusion agendas, and a commitment to translate this understanding into action.
- Experience of managing union relations in a complex organisation.

## Essential

- Relevant qualification post graduate level or equivalent
- Chartered member of CIPD or equivalent
- Evidence of continued professional development

## Desirable

- Fellowship of CIPD or equivalent

## Skills and Leadership Style

- Strong and effective leadership and management skills - supporting, involving and guiding staff so they feel valued, inspired and empowered to succeed.
- A proven ability to think and act strategically.
- Ability to operate effectively at all levels across the organisation, with proven influence and persuasion skills at board level
- Sharp commercial acumen; able to spot opportunities and make connections.
- Strong communicator with the ability to tailor communications to suit a range of different audiences.

## Personal Style and Behaviours

- Has the capability and mindset to challenge the status quo and to lead and innovate.
- Highly personable – a genuine 'people person' – who can secure the confidence of others quickly.
- True team player who is able to thrive in a highly collegiate environment where matrix working is the norm.
- Results orientated with high standards and a strong can-do attitude and a sense of personal responsibility.
- Tenacious and resilient, with a positive and enthusiastic mind-set.
- A strong empathy with and understanding of working in a complex heritage/charitable environment with multiple bottom lines and potentially competing priorities.



# Terms of Appointment

<b>Salary</b>	This role attracts a competitive package. Starting salary will be dependent on experience. Package will include a 20% performance related bonus and car allowance.
<b>Location</b>	Hampton Court Palace, but frequent travel to other palaces.
<b>Pension</b>	Employees join the Group Personal Pension scheme upon joining HRP. Employees are required to pay a minimum of 2% of their pensionable salary, while HRP contributes at a minimum rate of 8%. Employer contributions increase with Employee contributions to a maximum of 11%.
<b>Annual leave</b>	28 days paid holiday per annum, plus 8 Public Holidays. Holiday entitlement is increased to 29 days after the completion of 6 years' service.
<b>Income Replacement Scheme</b>	This plan provides employees that choose to join the pension scheme, with an income in the event of long-term incapacity due to illness or injury (subject to meeting the normal eligibility requirements of the insurance company). The level of benefit is 50% of pensionable salary (at the time your incapacity commences), less the maximum amount of State benefits whether you are eligible to receive these or not. This will be payable after cessation of organisational sick pay and 12 months of continuous absence (following your addition into the scheme) from work due to illness or injury. This will continue to be assessed and may continue to be paid until you return to work or reach the age of 65 years, following which eligibility to participate in the scheme will cease in accordance with the scheme rules. This is a non-contributory plan.
<b>Life assurance</b>	A lump sum payment which is equivalent to four times pensionable salary is paid to the beneficiaries of an employee through the Group Death in Service scheme. This is a non-contributory programme.
<b>Annual Pay Reviews</b>	We endeavour to ensure that our salaries remain competitive within the marketplace and support the recruitment and retention needs of the organisation. As such an annual review will normally occur on 1st August each year.
<b>Staff discount</b>	<p>Employees are offered generous staff discounts at all of our shops and catering outlets. Many discounts are also offered through HRP Discounts by local businesses which are situated near to our palaces and other major retailers, restaurants, etc.</p> <p>Employees may also benefit from discounts to major events occurring at our palaces i.e. Hampton Court Flower Show, Music Festivals and Ice Rinks.</p>
<b>Membership Scheme</b>	All established employees automatically become a member of the HRP Membership Scheme upon joining the Organisation. This provides unlimited free entry for you and up to 4 accompanied family guests per visit to any of our Palaces.

<b>Guest tickets</b>	Employees are entitled to a maximum of ten tickets per annum for unaccompanied family guests, providing free entry to any of our palaces.
<b>Arrangement with the Royal Collection Trust</b>	Staff are able, on production of their HRP Staff ID Security Pass, to gain free entry for themselves and one guest to Windsor Castle, the Palace of Holyroodhouse, the Royal Mews and The Queen's Galleries at Buckingham Palace.
<b>RHS tickets</b>	We are also able to offer free entry to RHS gardens at Wisley, Rosemoor, Harlow Carr and Hyde Hall. These RHS tickets are available from Operations at Hampton Court Palace.
<b>Competitor Reviews</b>	In order that our employees can extend their experience of other visitor attractions, we operate a scheme to refund the cost of entrance to an attraction and we ask that our employee complete a competitor visit questionnaire. The information received from competitor interviews enables us to identify areas where we may be able to improve our services.
<b>Employee Assistance Programme</b>	We recognise that there are times when everyone has issues and concerns that may impact upon their general well-being. In order to help individuals, address these issues HRP offers a comprehensive Employee Assistance programme provided by Workplace Options (WPO). The service is independent, free, external and completely confidential, and will be available for information, counselling and support 24 hours a day, 7 days a week, 365 days per year.
<b>Season ticket loans</b>	Interest free loans to assist with the purchase of travel season tickets and travel cards are available to established employees who have more than two months service.
<b>HRP Discounts</b>	This is an online discount scheme (accessed through the People Hub on HRP's Intranet) that provides the opportunity to make savings on many retail purchases – from a normal weekly food shop to booking a special day out or holiday – receiving exclusively discounted products and services.
<b>Carers Support</b>	Carers UK is a support organisation providing staff with information and guidance specific to their circumstances in providing care to their loved ones.
<b>Childcare vouchers</b>	Through an external company, Allsave, eligible employees are able to purchase childcare vouchers from pre-tax salary, saving tax and national insurance contributions, in order to pay for child care and other children's activities.
<b>Cycle to Work scheme</b>	Working with Evans as our Ride2Work partner, eligible employees are able to lease bikes and safety equipment through a salary sacrifice resulting in significant savings.
<b>Independent Financial Advice</b>	Historic Royal Palaces has appointed an independent financial advisor to act on our behalf to give impartial guidance to our employees on all aspects of pensions planning, investment, life assurance and tax planning. All consultations are free of charge to employees.

# How to Apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Juliet Taylor on 07395 888 276 or [Juliet.Taylor@starfishsearch.com](mailto:Juliet.Taylor@starfishsearch.com) or Katy Giddens on 0739 588 7562 or [Katy.Giddens@starfishsearch.com](mailto:Katy.Giddens@starfishsearch.com).

**To make an application, please provide by email to [Katy.Giddens@starfishsearch.com](mailto:Katy.Giddens@starfishsearch.com)**

- your CV (no more than three sides)
- a supporting statement that sets out why you think this role is the right move for you and how you meet the Knowledge and Experience criteria (no more than 2 sides)
- We would be grateful if you would also tell us your current salary details (we do not disclose this to our clients without your consent).

We would also be grateful if you would also complete the Equality and Diversity monitoring form provided. This form is for monitoring purposes only and is not treated as part of your application; you can email the form back to us when you apply and our team will collect it.

**Closing date** **Monday 1st July 2019**

**Preliminary interviews with Starfish Search** **w/c 15th July 2019**

**Agreement of the final shortlist** **w/c 22nd July 2019**

**References taken up for shortlisted candidates and psychometric assessment** **To follow shortlist**

**Interviews with HRP - Chief Executive & Comms/ Development Director (first stage)** **w/c 29th July 2019**

**Interviews with HRP - Trustees & Chief Executive (second stage)** **w/c 5th August 2019**



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