



Head of Human
Resources &
Organisational
Development



Starfish

Welcome

Dear Candidate

Thank you for your interest in becoming our new Head of Human Resources & Organisational Development (HR & OD).

Advance is an award-winning provider that exists to transform the lives of people with a disability or mental health condition by providing the best quality housing and support services - to enable them to live the lives they choose, achieve their personal goals, feel valued and know their voices are heard. Together we transform lives. Everything we've ever done was because someone, somewhere, wanted something different and better out of life and we were determined to support them to make it happen.

In 1974 we supported four people coming out of institutional care who had a dream of living independently in the community. Back then, our solution was to buy a house on a city street, fill it with furniture, and help them settle in. Since then, we've learned to do things a bit differently, and our solution doesn't stop at a front door and a comfy sofa. These days we support thousands of people at home and in the community – people who start from a position of disadvantage due to their health or their disability and who want more choice, more control and more opportunities. Where we don't have the knowledge to support people we learn, so that we can get it right; where we can't provide a solution, we'll find a local partner who can.

The world of work has changed over the last few years and in turn means that HR & OD must continue to develop the role of business partnering, pro-actively engaging with colleagues to achieve the outcomes the Organisation needs. As a team, we need to ensure that we make best use of our resources and move away from transactional work to more value-added services.

The Advance strategy is to have quality homes and services, achieve sustainable growth and to be a high performing organisation. How we recruit, train and develop our people is central to this and HR & OD will therefore play a key role in delivering the Advance strategy. The scale and complexity of the work undertaken by the HR team is vast. Employee relations interactions can be complex in their nature, sometimes due to external factors that are not always within our control. An example of this is the Coronavirus Pandemic, where HR has had a key role in supporting and guiding the Organisation.

The Head of HR & OD is a senior role within Advance. We are looking for a highly strategic and analytical – and creative – leader, who is able to work with other heads of service, our Executive Leadership Team and with our Board. You will be confident and clear in your advice, with an ability to translate technical information for a broad audience, as well as an appreciation for the context in which Advance operates across the housing and social care markets. You will anticipate the Organisation's HR & OD needs and respond pro-actively. You will lead your team to effectively support the Organisation to achieve its goals. Knowledge of Health & Safety, including safeguarding, will also be highly useful.

This is a challenging, but immensely rewarding role, with the opportunity to innovate and bring about better ways of working for Advance so that we can give the best support to our customers. We value diversity and therefore welcome applications from everyone interested in working at Advance. Advance is enrolled in the disability confidence scheme. We hope that you are excited by the opportunity and wish to make an application.

With best wishes,

Mark Horlock
Executive Director of Resources

About us

Advance Housing and Support Limited is a registered society under the Co-operative and Community Benefit Societies Act 2014 and a Registered Housing Provider. We provide housing, support and other community related services, specialising in supporting people with learning difficulties and mental health conditions.

We provide a number of different types of services, including small-scale residential care homes, supported living services, shared ownership homes and community support services. Our support services represent approximately £16m of our overall turnover of £40m. We operate over a large geographical area across the Midlands, London, South East and South West. We have offices in Witney (Oxfordshire), London, Leicester, Cornwall and Dorset; we also have a number of smaller offices.

Our vision is to transform the lives of people with a disability or mental health condition by providing the best quality housing and support services. We want to enable our customers to live the lives they choose, achieve their personal goals, feel valued and know their voices are heard.

At the end of March 2020, we completed the last year of our Strategic Plan 2017-20. We made considerable progress against each of our strategic objectives. Staff and customer satisfaction have remained strong throughout. We have enabled more people to own a home through shared ownership and developed new rented properties. We have opened new housing and support services and won contracts to deliver more support, based on a strong reputation for good quality services. We delivered our value for money commitments while investing in technology, the quality of our homes and the development of staff.

Our strategy for 2020-23 builds on the progress we have made over the last three years. It was based on feedback from staff, customers and stakeholders. Our Vision and PRIDE values remain the same. The achievements and improvements made in 2017-20 set the foundations to deliver a more ambitious and challenging set of objectives. The new strategy for 2020-23 will therefore see us focus on:

- Delivering Quality Homes and Services - which make a difference to people's lives
- Sustainable Growth - so that more people get to benefit from our services
- High-Performing Organisation - being the best organisation we can be.



Our Values

The five PRIDE values set out below are embedded across the organisation. They form the basis of the way we work together to support our customers.

Partnership:

We work in partnership with our customers and build better relationships with others that help us serve our customers better

Respect:

We treat our customers, colleagues and others as we would like to be treated

Innovation:

We are keen to try new things - especially when we can make things better for our customers

Drive:

We do the right thing at the right time and everything we do is driven by our customers' needs

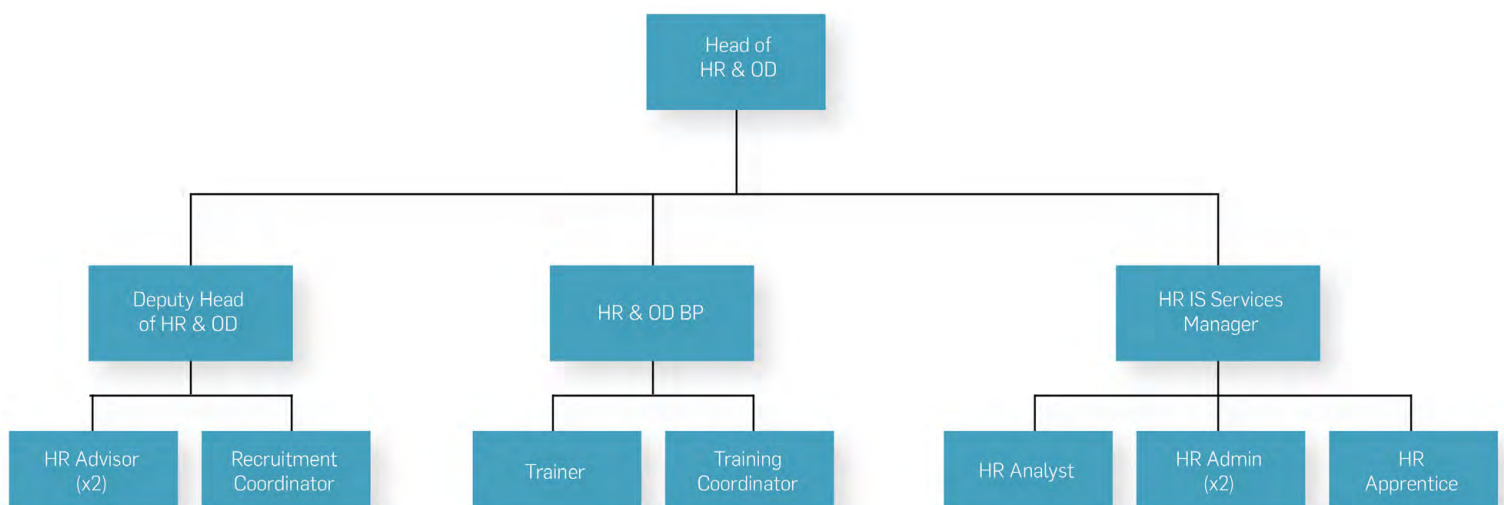
Efficiency:

We make the best use of our resources, maximizing efficiency, so we can deliver the best services for our customers

Team Structure

The Head of Human Resources & Organisational Development reports to our Executive Director of Resource, Mark Horlock, working across our wider Executive Leadership Team comprising of the Chief Executive, Julie Layton, Executive Director of Support Services and Executive Director of Housing.

The structure of our Human Resources & Organisational Development team is below:



Job Description

Job title: Head of Human Resources & Organisational Development

Responsible to: Executive Director of Resources

Purpose:

Accountable for providing leadership of our HR function, policies, systems and practice to enable the Organisation to achieve its goals and objectives. A proactive 'business partnership' approach to service delivery

Supporting the Executive Director of Resources, the CEO and senior team as required.

The jobholder is expected to provide leadership, vision, insight and motivation in order to support colleagues in delivering the Organisation's mission.

Provide HR leadership on all matters relating to people, including learning & development, health & safety and volunteering.

Responsibilities:

- Work with and support the Executive Director of Resources, the Chief Executive Officer and senior management team to make an effective contribution to the strategic direction of the Organisation from an HR perspective.
- Develop and implement a People Strategy and related policies, which fully supports the delivery of the Corporate Strategy, ensuring that we fully utilise and develop the skills and talents of colleagues across the Organisation in a cost effective and efficient manner.
- The People Strategy should include:
 - An Organisation-wide resourcing strategy, ensuring fairness and consistency enabling the Organisation to attract and retain a committed workforce with the right competencies to meet our labour resourcing requirements, which is able to respond flexibly in meeting business requirements,
 - An Organisation-wide learning and development strategy and support function that ensures staff are well equipped to deliver business requirements. Colleagues should be appropriately trained, and we should develop management's skills,
 - An employee engagement strategy,
 - An effective succession planning system, forecasting long term people requirements and ensuring that we develop both internal talent and attract in new people to fulfil these requirements, and
 - Maintain appropriate and affordable people reward strategy and practice, ensuring that we remain competitive in our marketplace.



Job Description

- Ensure that our HR policies and practice conform to legislative and regulatory requirements and uphold our internal business standards and corporate ethos and policies.
- Ensure that the HR function works as a business partner to other management colleagues, coaching and supporting to improve performance management throughout the Organisation and advising on performance and development issues.
- Provide confidential HR and employment law guidance to managers and the wider staff team and ensuring that all employee relations matters are professionally carried out.
- Refine and support our approach to driving positive cultural change and organisational development, based on the values of the Organisation.
- Ensure appropriate systems and practice are in place for recruitment, supervision, performance management of staff and volunteers, along with capability and grievance processes.
- Manage the Organisation's people management information systems to ensure timely and accurate reporting of performance.
- Oversee HR/internal communications and employee surveys.
- Ensure that we are proactively compliant with all health, safety and environmental legislation and regulations and that staff are effectively supported to meet their obligations through appropriate guidance, training and audit.
- Ensure effective day-to-day management of 'people' quality systems and accreditation; including Investors in People.
- Ensure that our workforce and volunteers reflect the diversity of the customer groups we support.
- Lead and motivate the HR team to provide a professional and high quality service to internal customers, to provide effective line management support to direct reports ensuring that they deliver business objectives and have appropriate personal development opportunities.
- In conjunction with the Director of Support manage the development and delivery of the Organisation's volunteering strategy.
- Promote the values of Advance and its commitment to equality and diversity and specifically enabling disabled people to realise their potential as individuals.

The postholder will be required to have a Disclosure Barring Service (DBS) check



Person Specification

Knowledge and Experience

- Extensive HR experience; CIPD qualified.
- Strong culture change experience developed in large and complex organisations offering a diverse mix of products and services.
- Proven track record of contribution to wider corporate management and participation in the formulation of corporate objectives, policies and strategies, including business planning.
- Significant HR management experience within a complex, dispersed organisation, with demonstrable experience of engaging with and motivating a multicultural staff team.
- Experienced in remuneration. Able to make proposals and then implement a reward structure that will be motivational and underpin the delivery of the organisation's strategic aims, whilst working to budgetary constraints.
- Experience of formulation and delivery of learning & development strategy & practice, to ensure the skills and competencies are in place to deliver the talent needed to meet succession plans.
- Experience of dealing with a range of stakeholders including professional bodies, trade associations; staff associations suppliers and regulators.

Desirable

- Experience in health, safety and environmental management in the service sector, together with development of appropriate risk management strategies.
- Experience of merger & acquisition activity, including management of integration and handling TUPE related matters.

Skills and Abilities

- Ability to secure strong people performance, understanding the role of people strategies & policies in meeting the wider objectives of the Organisation.
- Ability to contribute to the corporate management of the Organisation, contributing to issues and decisions affecting the whole Organisation.
- Practical experience of developing and leading corporate change programmes, driving demonstrable culture change.
- Knowledge of HR management techniques matched by a comprehensive understanding of applying different approaches in different business sectors; including psychometric tests, facilitation, mentoring and mediation.
- Understanding of people focused quality management techniques and achieving external accreditations, e.g. IIP.
- An understanding of performance management, including the various Quality Standards, and continuous service improvement techniques.

Desirable

- A comprehensive knowledge of health, safety and environmental matters. The ability to create straightforward ways of ensuring legislative compliance while delivering business objectives.
- Experience of managing people forecasting routines in a complex organisation.
- Good standard of personal ICT skills, in particular Microsoft Office but also ability to manage wider ICT systems.

Person Specification

Attributes and Behaviours

- A team player, with an ability to collaborate effectively in decision making and implementation, adding value to the corporate management of the Organisation.
- A strong coach and team facilitator, able to act as a personal coach and provide wise counsel to the CEO in relation to the talent management and development of the senior team.
- Strong emotional intelligence – develops high levels of engagement with their teams and can give examples of how they have inspired people with their vision for the future.
- Leads by demonstrating a strong work ethic and sense of urgency – an individual who inspires trust and can drive change.
- Provides a strong customer service orientation to how HR provide their service.
- Highly developed communication, presentational and interpersonal skills; able to gain buy-in for change initiatives through influencing rather than formal authority.
- Promotes collaborative working by building relationships with colleagues – manages the business, not the department.
- Skilled at negotiation with ability to apply different techniques to varying situations.
- Ability to motivate and inspire staff across the business, building engagement in the HR team and the wider Organisation.



Our PRIDE Behaviours

Partnership

- You work well with others, including customers and colleagues
- You make lots of new contacts and connections
- You share your knowledge and learning with others

Respect

- You are good at listening to and learning from others
- You are positive and respond to feedback openly and honestly
- You want to see things from the customers' perspective

Innovation

- You look for new or different ideas or solutions
- You are willing to change routine ways of working
- You like sharing ideas with colleagues and motivating them to make changes

Drive

- You are punctual and deliver work in a timely way
- You understand Advance's, your team's and your own plans and priorities
- You can explain how far you have got with work and can offer realistic timeframes for completion of the work

Efficiency

- You plan your work carefully
- You look for ways to adopt and share 'best practice'
- You try to save resources wherever possible (e.g. by considering how to save money, being environmentally friendly, using data systems etc.)



Terms of Appointment

Salary	Circa £70,000 per annum, plus car allowance
Location	Our head office is based in Witney, Oxfordshire, however we have a national presence and encourage flexible working. The HR & OD team is based in Witney and the successful candidate would be expected to be in Witney for a least two days per week (when Covid permits)
Pension	Contributory pension scheme between 3% -5%
Annual leave	25 days annual leave + statutory holidays



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.Brown@starfishsearch.com or Mark.Crowley@starfishsearch.com and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/advance-head-hr/> and click on the apply now button, with the following prepared:

- 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.
- 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).

Closing date 9am, Monday 22nd February 2021

First round interviews w/c 8th March 2021

Agreement of the final shortlist End w/c 15th March 2021

References taken up for shortlisted candidates To follow shortlist

Interviews with Advance w/c 28th March 2021



