



**R N I B**



See differently



# **RNIB Chief People Officer Information pack for candidates**

**March 2022**



# Welcome

Thank you for your interest in the role of Chief People Officer at the Royal National Institute of Blind People (RNIB), the UK's leading sight loss charity and its largest community of blind and partially sighted people.

The world has changed beyond recognition since we started our work more than 150 years ago, but blind and partially sighted people are still fighting for equality. The pandemic shone a spotlight on the inequalities people with sight loss face – from challenges getting food and other essentials, like medicines, to the barriers presented by inaccessible streets and public transport.

This has reinforced RNIB's need to be nimble in serving our community and customers – we had to adapt quickly to ensure people got the emotional and practical support they needed at time when everyone's world was turned upside down.

There is no time to lose in creating a society where blind and partially sighted people can participate equally. To do this, we need to have the right people, processes and structure in place to deliver the right support for blind and partially sighted people in the UK, while motivating our supporters, volunteers and campaigners to back our efforts.

We are looking for a Chief People Officer to give leadership and direction to our People and Organisational Transformation function. The role supports the smooth running of RNIB, driving a function to improve the way

we manage our people and volunteers. Ultimately, this role will ensure we have the right people and processes in place so we can do our important work at a time when it is needed more than ever.

The role sits within our Executive Leadership Team and will be responsible for RNIB's HR, AD and I, Organisational Development and Safeguarding teams.

Our Chief People Officer will have a key role to play in continuing to develop RNIB as an inclusive, positive and ethical organisation.

RNIB prides itself on being a great place to work. We must be a sector-leader in terms of people management and development and, of course, we lead the way in creating employment opportunities for blind and partially sighted people.

RNIB has stood side by side with blind and partially sighted people for more than 150 years. We are looking now for a talented individual to join a great organisation and team at a pivotal moment.

I look forward to hearing from you,

Yours,



**Matt Stringer, CEO**



# About RNIB

## Our vision – the world we want to create

Imagine the world we want to create. Imagine a world where people say: "I can live the life I want to lead" and "I am valued for who I am, not identified by the disabilities I happen to have."

We are leading the creation of a world where there are no barriers for people with sight loss.

## Our values

Alongside each of our values is an example of how we live the value in our work.

- 1. Led by blind and partially sighted people:** Blind and partially sighted people are at our heart and influence everything we do.
- 2. Collaborative:** We work together to make the biggest difference.
- 3. Creative:** We understand challenges and find ways to overcome them and move forward.
- 4. Inclusive:** We include and value people with diverse experience, abilities and backgrounds.
- 5. Open:** We are honest, candid and transparent, challenging ourselves and others.



# RNIB's strategy: See differently

**We are leading the creation of a world where there are no barriers for people with sight loss.**

To do this, we have made changing public perceptions and behaviours a key priority.

We are asking people to see sight loss differently, reversing inaccurate perceptions and changing public behaviours so everyone expects equal participation from people with sight loss.

We also want a fully accessible society. Not only will this be better for blind and partially sighted people – it will be better for everyone. We believe standards for design of mainstream environments and solutions should be accessible by default.

Ultimately, we want to drive change so that the public, including decision-makers across society, alter behaviours so they automatically include blind and partially sighted people.

People with sight loss feel included and so able to achieve their potential.

Today around two million people live with sight loss in the UK. And it can be tough. From difficulty accessing treatment and services, to a lack of emotional and practical support, blind and partially sighted people each face their own set of challenges every day. Feelings of isolation are unacceptably high, and only one in four blind or partially sighted people of working age have a job. Educational attainment is also unacceptably worse for blind and partially sighted people than their sighted peers.

And we know the numbers of people with sight loss will increase dramatically. By 2050, around 500 people could start to lose their sight every day – that's one person every three minutes.



# Our 2021/22 areas of focus:

**Our priorities for the year ahead have been shaped by customer insight.**

Our plans are ambitious. They include plans:

- To create a discernible shift in public awareness of what it means to be blind and partially sighted so that society changes irrevocably for our beneficiaries. We need to elevate society's understanding of what it means and equip it with tools to effect lasting change.
- To address critical challenges that undermine blind and partially sighted people's equity in society in the following areas: Education;
- Employment; Use of technology; Design of objects, processes and the physical environment.
- To improve the eyecare pathway to ensure integrated health care support.
- To realise brilliant stakeholder engagement and an organisation-wide approach to co-ordinating partnerships and relationships to have maximum impact and deliver our vision.
- To develop new sources of income generation and optimise existing sources.
- To improve the customer experience for all touchpoints with RNIB.
- To continue to make RNIB a great place to work for our staff and volunteers.



# Job description

## Purpose of job:

- To direct the People and Organisational Transformation function (comprising of HR, AD and I, Organisational Development and Safeguarding) to support the smooth running of RNIB, driving a function that improves the way we manage our people and volunteers.
- To direct the organisational transformation of RNIB, building out of our core management of people, to determine the future footprint of the organisation including its structure, capability, culture and processes. This accountability will require exploiting matrix structures across other functions within RNIB to deliver deep-rooted change.
- To work as a member of a C-Suite Executive Leadership Team, engaging with Trustees to define strategy and deliver people plans across the organisation.
- Provide clear leadership to the People and Organisational function and the wider organisation.

## Impact:

- To deliver better people functions within RNIB as evidenced by improved diversity and inclusion, carbon footprint, culture, staff capability, leadership, management and management of talent.
- To formulate plans to drive agreed change within RNIB and evangelise

this change across the organisation to ensure it is embedded and sustainable.

- To co-deliver the organisational strategy against relevant measures of impact and ensure we have a capable and motivated workforce to deliver our plan.
- In light of the pandemic, to ensure RNIB's workforce has the right guidance and support and is able to adapt and adjust to new ways of working, including hybrid working and "living with COVID" working rhythms.

## Financial responsibility:

- To manage all people budgets to plan; optimising savings and efficiencies as relevant.
- To help confirm all budgets that support transformational change, while accepting that primary budget holders might be other executive colleagues.

## Decision making responsibility:

- To be the primary decision-maker on all aspects of people policy and people matters, using the Board as the primary governance forum to drive policy.
- To lead the work on broader organisational transformation, using relevant elements of meeting and governance structure to debate proposals and secure agreement.

## Main accountabilities:

- Direct the people management activity in RNIB to improve the experience of working and volunteering at RNIB. This will include elements such as recruitment, induction, leadership, management, reward, talent management and succession planning, culture, diversity and inclusion, exit and the reporting of critical HR metrics with a keen eye to the efficient running of the HR function.
- Present on people matters to develop organisational insight and secure support for policy development and change.
- Support the CEO with key strategic organisation and change projects across the business.
- Develop and deliver a sustainable and ethical business strategy.
- Develop a comprehensive organisation development and change plan to embed our purpose and values into the way we work and lead.
- Develop and improve organisational tools and process to manage and effect change, building out of current disciplines.
- Provide insight on relevant operating models and organisations to influence the future footprint and culture of RNIB.

## Internal communications and engagement:

- Establish a strong routine working relationship with the CEO.
- Be a visible, collaborative and positive member of the Executive working selflessly with other functions.
- Establish appropriate strong relationships with Board members, especially the Chair and those Trustees with a people and transformation remit.
- Be a good role model within the organisation, personifying critical organisation behaviours and being a supporter and upholder of organisational culture.
- Communicate effectively within the organisation in all relevant media.

## Stakeholder management:

- Through strong relationships, deliver effective stakeholder communications within the organisation.
- Be proactive in engaging critical stakeholders as part of routine meeting and governance processes, but this will also require thoughtful ad hoc activity to secure stakeholder participation.
- Establish and own strong relationships with all third parties involved in people matters and organisational transformation e.g. recruitment consultants, management consultants.

## As a member of the Executive Leadership Team:

- Take collective accountability for developing and implementing RNIB's Strategy and business plan, including budgeting and cost control.
- Work to promote a positive organisation wide culture, visibly living RNIB's values of being led by blind and partially sighted people, collaborating, and being creative, inclusive and open.
- Collectively sponsor and drive RNIB's significant change programme ensuring customers are at the heart of our organisation so we can deliver the right services and relationships at the right time to more people, with a more person-centred approach.
- Continuously seek to improve the effectiveness and efficiency of the organisation, collaborating with others to improve efficiency and ensure resources are distributed effectively to achieve RNIB's strategy.
- Ensure compliance with internal and external policies, procedures and legislation including health and safety, personnel, finance, administration, and regulatory frameworks.
- To deputise for the CEO as required.

## General requirements:

The following points are common to all RNIB job descriptions:

- Undertake any other duties commensurate with the post.
- Adhere to all RNIB policies and procedures.
- In addition to the safeguarding induction information you will receive when you join RNIB, you are required to complete safeguarding and other mandatory training, this must be completed within three months of joining RNIB.
- The post holder will be expected to operate in line with RNIB values and behaviours.

## Person specification

- A track-record of developing and aligning people strategies to the organisations business strategy and leading teams to ensure the highest quality execution and delivery.
- Proven experience of delivering business strategy through people by collaborating, leveraging relationships and building capability.
- A broad technical understanding of the key disciplines of the People function and ensuring that this drives improved organisation performance and culture.
- An authentic and empathetic leader, with experience of track record of driving forward a Diverse and Inclusive agenda.
- Authentic support for the mission and drive of RNIB.



## Planning and skills:

- Strong financial acumen with experience of managing high value and complex budgets.
- Demonstrable experience of coordinating business and financial plans across the organisation.
- Proven experience of devising and implementing People strategies at board level and driving delivery of large scale projects.

## Communication skills:

- This person must be able to exhibit good judgement and strong principles.
- Confident public speaker.
- Must be able to demonstrate a strong insight into people, their motivations against strong wellbeing principles.
- Be a highly visible, accessible leader, who can role model RNIB values and behaviours.

## Equal Opportunities

- Ability to understand and demonstrate commitment to RNIB's Equal Opportunities Policy and to ensure all activities are consistent with the Equal Opportunities Policy. This includes all staff activities and their interface with the general public.

## General requirements:

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- Undertake any other duties commensurate with the post.

- Adhere to all RNIB policies and procedures.
- In addition to the safeguarding induction information you will receive when you join RNIB, you are required to complete safeguarding and other mandatory training within three months of joining RNIB.
- The post holder will be expected to operate in line with RNIB values and behaviours.
- Ability to understand and demonstrate commitment to RNIB's Diversity and Inclusion strategy and to ensure all activities are consistent with it. This includes all staff activities and their interface with the general public.

## Special conditions

- Must be prepared to travel and attend meetings and training as required which will involve occasional overnight stays and working outside of normal office hours.
- Safeguarding is everyone's responsibility. Safeguarding is about preventing and stopping both the risks and experience of abuse or neglect, while at the same time making sure we promote people's wellbeing.
- Safeguarding is fundamental to high quality health and social care services. You must always be vigilant in your role and if you are concerned about a child or vulnerable adult report your concerns immediately following the processes set out in the RNIB child and adult protection procedures.

## 1. People management skills

- An inspirational leader and team player, with a particular track record of leading during times of change, engendering trust and confidence to deliver success. This should include setting objectives, monitoring performance, conducting appraisals and seeking development opportunities for others.
- Ability to maximise the overall success of the business, defining, enhancing and driving the business plan while strengthening the focus on improved financial and operational performance.
- Ability to provide clear direction to staff and volunteers within the group and proven ability to motivate and empower people at all levels in a large organisation.

## 2. Planning and organisational skills


- Experience of financial planning, including setting, managing and monitoring multiple and complex budgets and proven track record in achieving financial targets.
- Able to identify risk, assess impact and develop strategies to mitigate risk.
- Ability to plan, prioritise and deliver to tight timescales.
- Planning is typically long term and links directly to the organisation three year plan.
- Leads significant projects at group or organisation level.

## 3. Problem-solving and creative skills

- Ability to adopt an enthusiastic, committed and solution focussed approach and make sound decisions under pressure.
- Solves frequently very complex and varied problems/ makes decisions and provides guidance on problem-solving at a strategic and high operational level across the group.
- Uses very complex and varied information from a range of sources to make decisions in line with best practice within own area of control.
- Identifies and analyses problems to develop solutions for the organisation.
- Generates, promotes, evaluates and facilitates continuous improvement and innovation across the group or for very major projects or programmes using a wide range of resources and expertise.

## 4. Communication skills

- Excellent interpersonal skills with authentic leadership style and communication that motivates, inspires and empowers people to achieve their full potential.
- Demonstrable gravitas, influencing, persuading and negotiating skills.
- Ability to speak clearly, fluently and in a compelling manner to both individuals and groups, (this may include media representation and platform speaking).

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- Ability to communicate effectively both within and outside the group in order to build greater customer engagement and to influence through campaigning.
  - Ability to guide and steer discussion in order to achieve objectives, maintaining a diplomatic approach.

- Writes and presents high level strategic material relating to RNIB.
- Promotes and markets the activities of RNIB as a whole.

## Our commitment to equality, diversity and inclusion

One of our strategic objectives is: “to embrace difference as an inclusive employer; to understand and respond to the diversity of experiences of blind and partially sighted people from all communities and backgrounds”. This objective runs through everything we do.

Understanding diverse backgrounds and lived experiences enables RNIB to properly meet the needs of blind and partially sighted people. With a dedicated Accessibility, Diversity and Inclusion Team driving a comprehensive change strategy, we are actively developing a workforce that is truly representative of the diversity of blind and partially sighted people within the UK. Through six staff and volunteer networks, which receive direct support from every member of the senior

leadership team, we are listening to staff experience and involving them.

RNIB is a Disability Confident Leader. It is led by blind and partially sighted people, so our blind and partially sighted staff and volunteers are key to influencing processes and culture regarding the accessibility of our communications, our workspaces and our wider workplace practices.

However, this change is not just about the workforce. RNIB is undertaking work to increase the diversity of its reach. It is improving the inclusiveness of our externally facing work. We are working to increase the diversity of our blind and partially sighted customer profile and embed flexibility and inclusivity across our customer offer.

As a senior leader at RNIB, the Chief People Officer is key to achieving societal change.



# How to apply

We ask that your application consists of the following three documents:

- A supporting statement, which addresses and provides evidence against the criteria set out in the person specification. The supporting statement provides you with the opportunity to explain your motivation for applying, as well as highlighting how your experience and achievements fit with the requirements of the role. As such, it is an important part of the application process.
- A copy of your CV.
- A diversity monitoring form should also be completed and returned. The information you provide in this form will not be shown to the Selection Panel and will play no part in the assessment of your application.

All documents should be emailed to <https://starfishsearch.com/jobs/rnib-cpo/>

## Timelines

**Friday 29 April 2022**

**Preliminary interviews with Starfish Recruitment: week commencing 9 May 2022**

**Interviews with RNIB: week commencing 30 May 2022**

## Useful link

To find out more about our financial status and the most recent annual review: [rnib.in/Annual-Review-and-Report](https://rnib.in/Annual-Review-and-Report)



# RNIB

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