



Executive Director of
People and Change

Welcome

Dear Candidate,

Thank you for your interest in becoming our new Executive Director of People and Change.

If you are looking for a role that is equally challenging and rewarding, and where your day-to-day work makes a real difference to people's lives, then you're in the right place.

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.

This is a new role for us on our executive leadership team demonstrating our commitment to ensuring our people agenda remains at the heart of our work. As a member of the executive leadership team, you will champion innovation and excellence in everything that we do. We pride ourselves on the quality of our support, but are not complacent and we are constantly striving for improvements in the ways that we work and the support that we offer. The Executive Director of People and Change is a key position within our organisation providing strategic leadership and defining and building the culture, capability and capacity across the organisation.

You will be a values-driven, experienced HR leader used to working in complex organisations with a diverse stakeholder community. You will be experienced in leading change at scale, and with considerable experience of developing and successfully delivering HR strategy and plans. You will have the ability to shape and influence organisational structures, processes and culture that promote and sustain agility and high performance. You will be a collaborative, open and engaged leader who possesses a strong track record of developing and leading teams through change and is able to engage effectively at all levels across the organisation, including with the Board and key external stakeholders. Importantly we are looking for someone with a strong commitment to our work, our values and a transparent, accountable and compassionate leadership style. We need someone who will be able to lead across the whole organisation, model excellent leadership behaviours and work as an engaged and collaborative colleague committed to our vision.

Wherever you are working, you will value the important role that Advance plays and will be as energetic and personally motivated as we are by the opportunity to support people with learning difficulties and mental health conditions.

I very much look forward to hearing from you.

With best wishes,

Julie Layton
Chief Executive

About Advance

Advance provides housing and support to people with learning disabilities and mental health conditions across the UK. We are a registered society under the Co-operative and Community Benefit Societies Act 2014 and a Registered Housing Provider.

Our vision is to 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.

We were established in 1974 when we supported four people coming out of institutional care who had a dream of living independently in the community. 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.

People's expectations change as their lives change. We are not afraid to get on and meet those expectations in new, forward-thinking ways: making the status and security of home ownership available to people with disabilities or mental health issues, with nearly 600 people buying a share in their own home; or providing both a suitable home and support to people who have complex needs so they gain more stability and control over their lives.

We've come a long way. The number of people we work with across England has grown from 4 to thousands and the range of things they trust us to provide keeps growing. We have won plenty of awards that tell us we are doing a good job but one thing won't change – we want to be better and enable more people to live the lives they choose, achieve their personal goals, feel valued and know their voices are heard.

Our Vision and Values

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.

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.

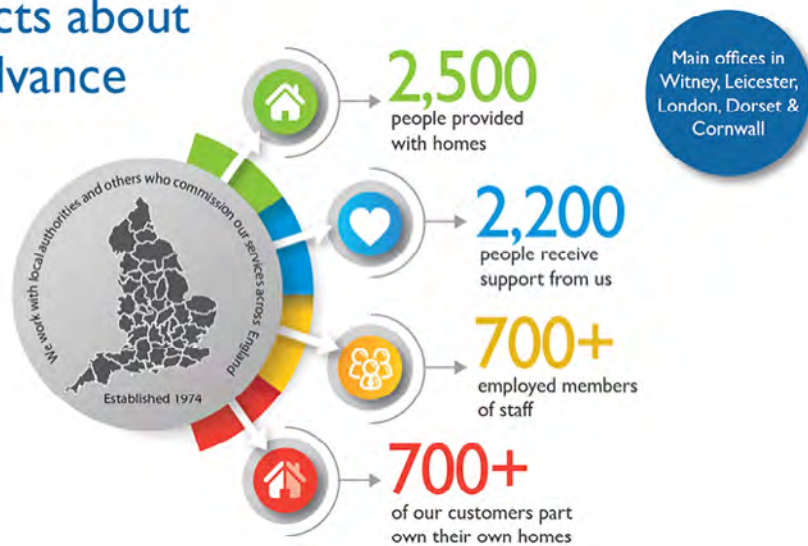
Respect: We treat our customers, colleagues and others as we would like to be treated.

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.

Facts about Advance



Our Strategy

In recent years we have made considerable progress against our strategic objectives. Staff and customer satisfaction remains strong. We continue to enable more people to own a home through shared ownership and we have 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 2020-2023 sees 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.

This focus will assist us in improving the quality of our homes and services and in growing the business. The third strategic objective will support our quality and growth ambitions: through improving our financial strength, recruiting, retaining and developing the best people, investing in technology, being efficient and delivering value for money in all we do. We want to maintain a healthy business in which risks are robustly managed and build strong foundations to underpin the delivery of quality services and growth of the organisation.

We are an ambitious organisation and want to increase the number of people who benefit from our housing and support services. We will continue to increase our services for people with complex needs or challenging behaviour. We will seek opportunities to collaborate, partner or merge with others where it enables us to grow, and realise broader organisational benefit. We will focus on building expertise, investing in the skills and training required to deliver long-term growth.

We will develop a high performance/high commitment culture by investing in our people and developing our leadership and management skills. We want to attract new talent at all levels of the organisation and meet the growing aspirations of a new generation in the workforce. We will promote flexible working and provide our workforce with systems and technology that deliver high quality services. We will innovate and invest in technology to drive change. We will capture high quality data and management information to inform decision making and drive sustainable growth.

Value for money

Helping our customers achieve their ambitions drives everything we do. Our focus on **Value for Money** is really important to us. It helps make sure we use our resources of people, houses, money and systems in the best way possible. We are not seeking to operate at the lowest unit cost. Our vision is to deliver the best quality housing and support services to enable our customers to live the lives they choose, achieve their personal goals, feel valued and know their voices are heard.

Learn more about our **Strategy**, progress and **financial plans** plus our commitment to customer engagement on our website: www.advanceuk.org and on our social media channels and newsletters.

Role Profile

Role Title: Executive Director of People and Change

Responsible to: Chief Executive

A member of the Advance Executive Leadership Team responsible through the Chief Executive to the Board for shaping and delivery of our corporate strategy, the role holder:

- Creates and delivers our People Strategy and HR Operating Plans to realise our medium- and longer-term strategic business objectives through effective integration of operational HR, talent, reward, performance, learning and Health and Safety
- Delivers positive employee and manager experiences consistently and accurately across all aspects of HR from Recruit to Retire enabling our workforce to perform at their best while being valued, appreciated, and safeguarded
- Optimises the use of technology, data, and analytics across the HR directorate and enables a high-performance organisation and work culture
- Stewards the resourcing, development, training and nurture of our talent, fulfilling current and longer-term strategic capability requirements through effective talent and development initiatives
- Inspires, enthuses, engages, and leads the committed HR directorate and through them fosters a culture of excellence, nurture and care that exemplifies our PRIDE values (Partnership, Respect, Innovation, Drive and Efficiency).

Key responsibilities:

Strategic Leadership

- Contribute to and help to shape the strategic direction of the organisation and provide exemplary leadership in ensuring good governance, highest standards of regulatory and legislative compliance, ethics, and good governance
- Establish a robust People Strategy and deliver HR Operating Plans ensuring the right balance between employee advocacy and business delivery enabling Advance to achieve its medium- and long-term strategic commitments
- Establish and maintain a Health and Safety oriented work culture, lead the Health and Safety Panel, and ensure compliance with legislation, and industry standards, frameworks, qualifications and certifications
- Provide insightful, accurate, reliable, expert advice and guidance to business managers and the HR directorate, delivering and/or sourcing appropriate solutions for business performance
- 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
- Demonstrate high levels of commercial understanding, collaborating with Directors, Board Members, and the wider business to create and implement customer focused strategies and ensure deployment of corporate resources for effective delivery and driving business change
- Own and implement a suite of HR functional policies, associated policy guidance and procedures that enable the delivery of Advance's people strategy and drive our operational effectiveness
- Uphold and sustains workforce safeguarding and drive compliance with latest regulatory, legislative, and financial requirements across the HR directorate and wider organisation.

Workforce Engagement

- Inspire, enthuse, lead, develop, nurture, and retain a highly committed HR team exemplifying PRIDE values and driving employee engagement for business success
- Maintain appropriate and affordable people reward strategy and practice, ensuring that we remain competitive in our marketplace
- Develop and sustain innovative talent pipeline arrangements that represents our customers and societal changes in workforce demographics including early career and leadership development through effective management development initiatives
- Applies expertise in Organisation Design and Development to business changes and shapes a work culture that is engaging for our employees and supports them deliver high performance
- Foster an inclusive, caring, collaborative, high performance, and engaging organisational culture that values and demonstrates equality, diversity and inclusion, consideration of employee voice and perspectives towards championing a customer-oriented and inclusive culture
- Optimise the deployment of technology, data, and information across HR to simplify, improve and shape positive employee experiences across the entire life cycle thereby improving business performance and operational decision making for managers and our workforce
- Maintain a culture of continuous improvement and development; ensuring our workforce are fully compliant with all mandatory training including CQC and equipped to deliver safe services to our customers.

Culture, Values and Behaviours

- Ensure Advance maintain a strong customer focused approach at the heart of all it does and enable the organisation to best manage these customer relationships
- Promote the values of Advance and its commitment to equality and diversity and specifically enabling people with disabilities to realise their potential as individuals
- Ensure that Advance service delivery reflects the diversity of the customer groups.



Knowledge and Experience

- Relevant degree, equivalent education or commensurate work experience – business and HR credentials such as FCIPD, MCIPD or equivalent
- Senior level leadership and engagement across the organisation, shaping, and delivering complex change and growth programmes, leading organisational culture, engaging with and motivating a diverse staff team
- In-depth understanding of employment legislation and employee relations
- Experience with organisation design and development, evidenced by target operating model design, managing business change and delivering successful business transformation
- Delivery of HR good practice and multisector insight to shape and deliver compelling employee experience
- Proven track record of good HR practice in corporates and / or public sector including contributions to shape and deliver corporate objectives, policies, strategies, and business plans.

Desirable

- Expertise in job evaluation, development of pay and reward strategies and understanding of good practice
- Workforce demographics and embedding employee value propositions to engage and retain a diverse workforce
- Appreciation and understanding of the regulatory, social, and economic environment and its impact on social housing and care sector
- Understanding of health, safety, environmental, employee safeguarding, mental health and wellbeing matters together with relevant implementation and management experience
- Understanding of programme management and driving multiple workstreams towards timely delivery
- Effective delivery of large-scale TUPE transfers in the context of growth, mergers, or acquisitions.

Skills and Abilities

- The ability to develop and deliver solutions across a full range of HR disciplines including total rewards, talent development and retention, resourcing and recruitment, employee engagement, employee relations, and HR service delivery
- A proven track record of results in supporting and empowering line management to deliver great people management
- The ability to shape and influence organisational structures, processes and culture that promote and sustain agility, high performance and Advance's values
- The ability to proactively seek out partners and collaborate across the organisation to build unity and achieve greater impact
- Lead in a way that inspires and brings colleagues with you, harnessing their energy and expertise to achieve success
- Be a strong team player, leading and influencing effectively in a outcomes-led, matrix environment to achieve change collaboratively.

Style and Behaviours

- Personally committed to diversity; treating others with dignity and respect, and with a real desire to understand and meet diverse customer needs and aspirations
- Able to command the trust and respect of fellow Directors
- Able to present a credible leadership style to our customers, families, staff and commissioners
- Strive to continually improve the quality of services provided
- Define and monitor performance against targets and takes remedial action where required
- Able to challenge underperformance constructively.

Key relationships:

Internal

- Executive Directors, Business Managers, Employees across all directorates and the 'Voice' – our employee forum
- IT and Systems to ensure scoping of requirements, sourcing, configuration and delivery of HR technology and its integration of HR Systems architecture and data management to drive EX
- Finance and Procurement to deliver return on investment and value for money across HR
- Internal audit and business assurance across all aspects of HR
- Directors and Board Members for regular reporting, compliance, and governance.

External

- Industry associations and trade bodies for current good practice, trends, and furthering Advance's objectives
- Technology and HR suppliers to establish effective partnerships and identify technology opportunities to enhance employee experience
- External auditors including external internal auditors.

Role Scope and Performance Indicators

- Create and deliver the People Strategy and Operating Plan
- Effective HR directorate budgetary management
- Consistent and accurate HR services delivery and getting the basics right and outstanding employee experience delivery across Recruit to Retire
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- Accurate reporting and insightful analytics enabling workforce effectiveness
- Workforce engagement through effective employee value propositions including reward and benefits
- Resourcing, talent attraction, retention, and deployment of workforce
- Ensuring the availability and deployment of a skilled, qualified, and duly certified workforce
- Equality, Diversity, and Inclusion evidenced across the organisation
- Successful delivery of Business Change and transformation initiatives
- Team leadership, currently 15FTE+ and delivery of high performance across HR.

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	This role will offer a salary of circa £90,000.
Location	This role can be based remotely or from any of our main offices, however the post holder will be required to travel nationally as required.
Pension	Contributory pension scheme between 3% -5%.
Annual leave	25 days annual leave + statutory holidays. Holiday entitlement increases by one day of each year of service, up to 5 years.



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 and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/ad-ed-people-change/> 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

Please also ensure you have completed and submitted the equal opportunities monitoring form that appears on this site as you submit your application. The information you provide will be treated as confidential and used for statistical purposes only. The form will not be treated as part of your application.

Closing date is Monday 25th July 2022.

