



CANDIDATE PACK FOR DIRECTOR OF PEOPLE, CULTURE AND INCLUSION

WELCOME

Thank you for considering this exciting opportunity to join us in the new role of Director of People, Culture and Inclusion at such a pivotal stage in our charity's journey.

The Motor Neurone Disease (MND) Association is a national membership organisation with a local feel – with 10,000 members, our 90 branches and groups are run by incredibly dedicated and experienced volunteers who deeply understand and support their local MND community.

We have entered a very exciting and interesting changing landscape for people with MND and need to provide impactful support and leadership for our whole community. Having grown rapidly in recent years, we now need to build on our success and profile, ensuring we are well positioned for further growth, extending our reach, access to information and services while supporting the development of evidence based effective treatments for people with MND. Our people are our single most important asset, and developing a high-performance, transformational and engaging culture will be critical to our success.

As a key member of our Executive Leadership Team, you will play an essential role in co-designing and leading on the development and implementation of a new People, Culture, and Inclusion strategy. This will run across the charity as we transform to an organisation where staff and volunteers can truly realise their ambitions and deliver their roles with impact to our whole community. Importantly, you will ensure we are able to attract, retain and develop exceptional talent in the charity, while ensuring learning is valued, and diversity and inclusion are front and centre of all we do.

We are looking for a strategic, visionary and engaging people leader with a strong track record of shaping and implementing people and culture strategies during transformational change. You will bring experience of leading teams to success and working across an organisation to help instil a strong people culture where everyone feels valued, empowered and included. Collegiate and driven to succeed, you will work closely with me and the wider leadership team to lead the charity towards continued success.

Whatever your background, you must be able to demonstrate a real understanding of what motivates people to work or volunteer with us and the complex, often highly challenging and emotive environment we operate in.

As our Director of People, Culture and Inclusion you will actively embrace and look to further develop the positive organisational culture that exists here, taking it to a new level. We want to learn, share, challenge, collaborate and empower and ensure our employees, volunteers and trustees represent the diversity of the communities of which we are a part, keeping all of those living with MND at the heart of all we do.

To hear more about what we are looking for in our new Director, [please click here](#).

If you feel inspired by our journey and you bring the drive, challenge and ambition we are looking for, I very much hope you will get in touch.

Tanya Curry
Chief Executive



ABOUT US

ABOUT THE MND ASSOCIATION

The MND Association focuses on funding research, improving access to care and campaigning for people living with or affected by MND in England, Wales and Northern Ireland. We have over 11,000 members forming a powerful network providing information and support for people with MND, their families and carers. We fund and promote research that leads to new understanding and treatments, and brings us closer to a cure. We campaign and raise awareness so the needs of people with MND are recognised and addressed by wider society.

We have over 10,000 active volunteers in England, Wales and Northern Ireland and 220 employees, all dedicated to improving the lives of people affected by MND, now and in the future. We improve care and support for people with MND, their families and carers.

People with MND, their families and carers are at the heart of everything we do.

OUR VISION

A world free from MND.

WE PROMISE

The MND Association is harnessing the hope within our community to speed up progress towards a world free from MND, by committing to five promises.

After more than 40 years' work, there is more knowledge, more co-ordinated care and more support than ever. But it's not enough. Our five promises give us a renewed focus to work faster and fight harder to strive for better – together with our community.

These promises have been shaped by our community and they will power everything we do.

Promise 1: MND is treatable and ultimately curable

We are seeking new collaborative drug discovery and development projects, helping to fund and facilitate the research that is taking us ever closer to uncovering the causes of MND, effective treatments and ultimately a cure.

Promise 2: Everyone gets the care they need when they need it

Co-ordinated multi-disciplinary care is the very best way to ensure a person with MND has access to all the healthcare professionals they need, at the right time. Our 22 care networks across the country provide this. But not everyone with MND has access to the same level of support. That must change.

Promise 3: Every day with MND counts

For people with MND, technology can help life be the best it can. The MND Association Think Tank is working with tech giants from around the world to find solutions to real-life problems.

Promise 4: You are heard

If we shout louder and to the right people, things will change. If we all join together, we can't be ignored.

Promise 5: No one faces MND alone

We will work to break down barriers that prevent people with and affected by MND from accessing the help and support they need.

OUR VALUES

- People with MND, their families and carers are at the heart of everything we do.
- We collaborate, and value everyone's contribution.
- We achieve excellence through personal commitment and ongoing improvement.
- We respect and respond to people's diverse needs, backgrounds and views.
- We achieve our aims through building open and transparent relationships.

To find out more please visit <https://www.mndassociation.org/about-us/who-we-are/strategy-and-annual-reports>

To read our impact and annual reports please visit:

[Annual Report 2022](#)

[Impact Report 2022](#)

DIVERSITY, EQUITY AND INCLUSION

Motor neurone disease is an equal opportunities condition. Although it is more prevalent amongst older people it does not discriminate directly or indirectly on the grounds of sexuality, ethnicity, religion, disability, sex or age.

At the Association, we are committed to equity, value diversity and are determined to be fully inclusive in order that we can help ensure that people with and affected by MND get the best possible care and support in their particular circumstances.

<https://www.mndassociation.org/about-us/who-we-are/diversity-equity-and-inclusion/>



JOB DESCRIPTION

Job title: Director of People, Culture and Inclusion

Reports to: CEO

Direct Reports: Two direct reports and a wider team of 15 covering the HR, EDI and Volunteering functions across England, Wales and Northern Ireland.

JOB PURPOSE

As a member of the Executive Leadership Team (ELT) and reporting into the Chief Executive, the Director of People, Culture and Inclusion will work in partnership with the CEO, ELT and Board to create an inclusive, inspiring and transformative culture where our ambitions are realised in supporting all of those with MND now and in the future. You will lead the programme of cultural change required, identifying cultural barriers and engaging all stakeholders in ways to address and resolve them.

You will co-design and lead on the development and implementation of the People, Culture, and Inclusion strategy across the Association as we transform to an organisation where staff and volunteers can truly realise their ambitions and deliver their roles with impact to our whole community.

You will provide executive leadership across the organisation whilst leading your directorate to deliver an excellent, proactive and efficient service to colleagues across the organisation, and beyond. You will ensure we are able to attract and retain a highly supported, fully empowered workforce capable of delivering our strategy and services. This includes all people related and HR matters, learning and development, volunteer services, EDI and staff support.

The development of our Equality, Diversity and Inclusion strategy is a pivotal part of the role. We aspire to be a truly inclusive organisation where colleagues and volunteers are inspired and encouraged to be authentic and live our values through everything we do.

The role encompasses all the Association's workforce of circa 220 staff and circa 10,000 volunteers.

PRINCIPAL ACCOUNTABILITIES

Leadership

- Champion and exemplify the compassionate leadership of the Association's values.
- Provide confident, credible and collaborative leadership support and challenge to the CEO and the Executive Leadership Team, working collaboratively to support the organisation through change, evolution and expansion.
- Provide inspirational leadership for the People and Culture Directorate, which is a multi-disciplinary team of staff and volunteers across a wide geographical area, ensuring that it is capable of delivering its objectives and fulfilling its contribution to the Association's strategic outcomes.
- Manage the Head of HR and ensure the provision of high-quality and effective HR business support to our staff ensuring effective responses on all people related matters, supporting strong leadership decisions that are reflective of our values.
- Manage the Head of Volunteering and ensure that programmes are in place to deliver our ambitious growth plans and are adding value to the volunteer experience.
- Develop the EDI function to ensure the Association continues on its journey to be an inclusive organisation eliminating barriers and discrimination, embracing diversity and creating equity for our people and those we serve.
- Lead the delivery of robust monitoring and evaluation against the MND Association's organisational and directorate priorities, performance indicators and budget to maximise the impact for people affected by MND.
- Act as the trusted and professional adviser to the CEO, directors and trustees on all matters within the key areas of HR, culture, volunteer services, EDI and transformation.

People and Culture

- Lead a truly inspirational People and Culture operation to deliver a transformational strategy across the organisation that links directly to the Association's vision and objectives. Ensure that the necessary key performance indicators and reporting operations are in place to evidence this work.
- Lead the development and continuous improvement of all staff and volunteering ways of working, policies and processes so they remain consistent with our values, current legislation and relevant best practice, including learning and development, performance management, change management, leadership, team working, reward and recognition.
- In line with our values of empowerment and trust, create an organisational framework for our people to address complex people issues relating to performance, grievance, capability and the need for continuous improvement and learning.
- Deliver the vision, values and objectives of the Association in the planning and delivery of the people and culture strategy.
- Promote the Association as an employer of choice where new starters and existing employees can grow their careers, are empowered to develop their skills and can play a genuine part in transforming our organisation to better support the lives of people living with MND.
- Lead the creation of a strong and engaging Learning and Development culture linked to trust and empowerment, through bespoke training solutions linked to each directorate, seeking to always develop our people to be the best version of themselves.
- Ensure that all learning and development initiatives deliver for the future growth ambitions of the organisation to create employees and volunteers equipped to meet the requirements of Association's transformational strategy.
- Lead the delivery of an appropriate employee engagement and benefits strategy to enhance the trust our employees have in the Association, and to develop our standing as an employer of choice within the sector.

Equality, Diversity and Inclusion

- Lead the development of an inspiring strategy, with corresponding policies and processes, that promotes equality, diversity and inclusive environments and culture, creating positive and meaningful cultural leadership outcomes and behaviours across the Association.
- Drive change right across the Association to create a more inclusive organisation with particular focus on improving and sustaining services for people affected by MND.
- Work with stakeholders to create strong buy-in, increase understanding and tackle EDI challenges specific to their team through collaboration, behaviours and learning.
- Lead on all regulatory and external reporting requirements and ensure systemic change to policies, systems and ways of working.

Volunteering

- Ensure that people with MND in England, Wales and Northern Ireland can benefit from high quality volunteer led services and support.
- Ensure volunteers have the support they need through high quality volunteer management, open communication, services and support to deliver impact for people with MND across all of our organisation's functions.
- Ensure that volunteers understand, feel connected to and take action towards our organisational vision, purpose and strategy so they understand the impact their time and skills make for people with MND.
- Ensure that appropriate tools to measure the investment in and impact of the volunteers are in place.
- Ensure that systems and ongoing monitoring are in place ensuring volunteers understand and follow the Association's key policies and processes.

Legal, Health and Safety

- Ensure statutory compliance with Health and Safety legislation within the Association providing support, guidance and training to managers and others as required.
- To undertake any other task commensurate to the job purpose and its grading and to ensure that all functions are performed with due regard to the Association's mission and core values.

PERSON SPECIFICATION

KNOWLEDGE AND EXPERIENCE

- Strong track record of operating and delivering at a senior level to design and lead strategic and transformational People and Change culture.
- Extensive record of leading people-management functions at a senior level, including leading in an HR/OD service, or leading a large HR/People related programme.
- Relevant experience, underpinned by deep professional knowledge, of developing complex workplace and engagement strategies.
- Evidence of relevant HR/People knowledge and experience within complex public, charity or private sector organisations.
- Significant experience of achieving success through influence resulting in delivery of cultural change programmes.
- Experience of measuring outcomes and impact that track back to the mission and purpose of an organisation.
- Experience of working with Boards/Non-Executive team members.
- Holds Chartered or Chartered Fellow membership of the CIPD.

SKILLS AND ABILITIES

- Highly skilled at leading cultural change and embedding practices that drive a progressive and dynamic people agenda.
- Strong and proven interpersonal and presentation skills.
- Ability to lead strategic planning, results-based management and reporting.
- Strong organisational skills and an organised approach to delivering objectives whilst also able to identify and maximise collaboration and opportunities.
- Experience of complex decision making – including as a member of the senior team.
- Capable of developing and maintaining external relationships and networking across professional and operational boundaries that influence and benefit the work of the Association.

STYLES AND BEHAVIOURS

- Emotional intelligent leadership style, open to feedback and learning.
- Outstanding diplomatic, influencing and negotiating skills to secure trust and confidence at all levels.
- Comfortable in addressing and challenging behaviours.
- Bravery and confidence in leadership and decision making.
- Culturally intelligent and role models a values-driven approach.
- Takes accountability, and leads by example, visibility and empowerment.

VALUES

- As a director, act as a champion and role model of the Association's values and ensure that they remain aligned with the current needs of people with motor neurone disease.
- Engage, involve and empower all our people to live and deliver through our values.



TERMS OF APPOINTMENT

SALARY

The salary for this role is c. £90,000 per annum on a full-time permanent basis.

LOCATION

Hybrid working with a regular presence in our Northampton office.

PENSION

The option of the Auto Enrolment Scheme where the employee and employer both contribute 4% of your monthly salary, calculated after tax and national insurance (NI) have been deducted or an Enhanced Salary Sacrifice Scheme where the employee contributes a minimum of 5% and the Association contribute 8.1%, calculated before tax and NI are deducted.

ANNUAL LEAVE

28 days holiday, rising to 33 days after 5 years' service, plus bank holidays.

ADDITIONAL BENEFITS

- Access to UK Healthcare which includes reimbursement for dental appointments, eyecare, Health & Wellbeing screening and therapies.
- Access to a 24/7 phone and video GP Service.
- Access to a confidential counselling helpline.
- Salary sacrifice schemes to include:
 - Cycle to work.
 - Buy and sell annual leave.
- Life assurance.
- BenefitHub which offers lifestyle discounts and offers on everyday shopping.
- Opportunities for training and personal development.

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 Katy Giddens katy.giddens@starfishsearch.com and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/mnda-dir-peo-cul-inc/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) 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 also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date:	Friday 27th October 2023
Preliminary interviews:	w/c 30th October & w/c 6th November 2023
Final Panel interviews:	w/c 27th November 2023