



Director of People and Organisational Development

Candidate Brief

December 2022



together
FOR MENTAL WELLBEING

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Welcome



I am delighted that you are considering applying for the role of Director of People and Organisational Development at Together for Mental Wellbeing. Since Together was formed in 1879, we have believed that people experiencing mental distress have the right to live the life they choose and determine their own future.

We offer a wide variety of support services to help people deal with the personal and practical impacts of living with mental distress, from one-to-one support in the community to supported accommodation to working alongside people in the criminal justice system.

The people who use our services are at the heart of everything we do – they lead and shape the support they receive from us, design of our services and how the organisation is run. We currently work with around 5,000 adults every month via 70 projects throughout England, but we aspire to reach many more people through our five year strategy.

Our people are at the forefront of delivering our services, whether in operations or corporate support services, and it's their great work and commitment that underlies all our successes and innovations. We know that to empower our service users to lead their journey to wellbeing and to be an effective partner in our mental health and social care system, we must continue to value and invest in our workforce.

As Director of People and Organisational Development you will play a key leadership role in building a workplace that encourages and empowers people to bring their best selves to work every day and enable us to achieve our organizational goals. You will develop our workforce to learn, collaborate, question and reflect and ensure





compassionate and diverse leaders, who have the right skills and competencies, perform at their best and support the delivery of truly exceptional and excellent services.

This role will be critical in ensuring the conditions for our future success, advising the Chief Executive, and the Board of Trustees on the implementation of our people strategy that attracts and retains the best talent to work alongside people in our services to lead their own care and support.

You will be a rigorous, clear thinker who acts with integrity, personally promotes equality, diversity and inclusion, values lived experience of mental distress and who understands that our beneficiaries are at the heart of everything we do.

Whatever the challenges we face over the next months and years, there are always opportunities and we are excited about our future. It is through the fantastic commitment and dedication of everyone who works at Together, that we will achieve our vision of continuing to be a recognized charity leader in its field delivering high quality mental health, wellbeing and support services.

I hope that you will come and join us.

Linda Bryant
Chief Executive





About Together for Mental Wellbeing

At Together (www.together-uk.org), we know that people experiencing mental distress are at risk of not getting the support they need in society, not being empowered to be in control of that support, and not having a voice in service and system design. We have gained many insights about what is important to our own service users, staff, volunteers, trustees and key stakeholders and our current five year strategy is driven by their knowledge and experiences.

Achieving the ambitions that we have set ourselves will mean that we have:

Ensured that the people we work alongside consistently lead the way – not just in their own support, but at every level of the organisation.

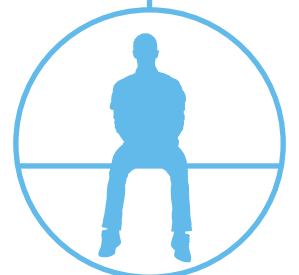
Been active in informing policy and practice, within Together and externally, for the mental wellbeing of all. We have done this through listening to the voices of people who use our services.

Delivered high quality safe services that reach more service users who have unmet needs as a result of experiencing mental distress and complex lives, and which navigates people along a pathway towards the life they wish to live.



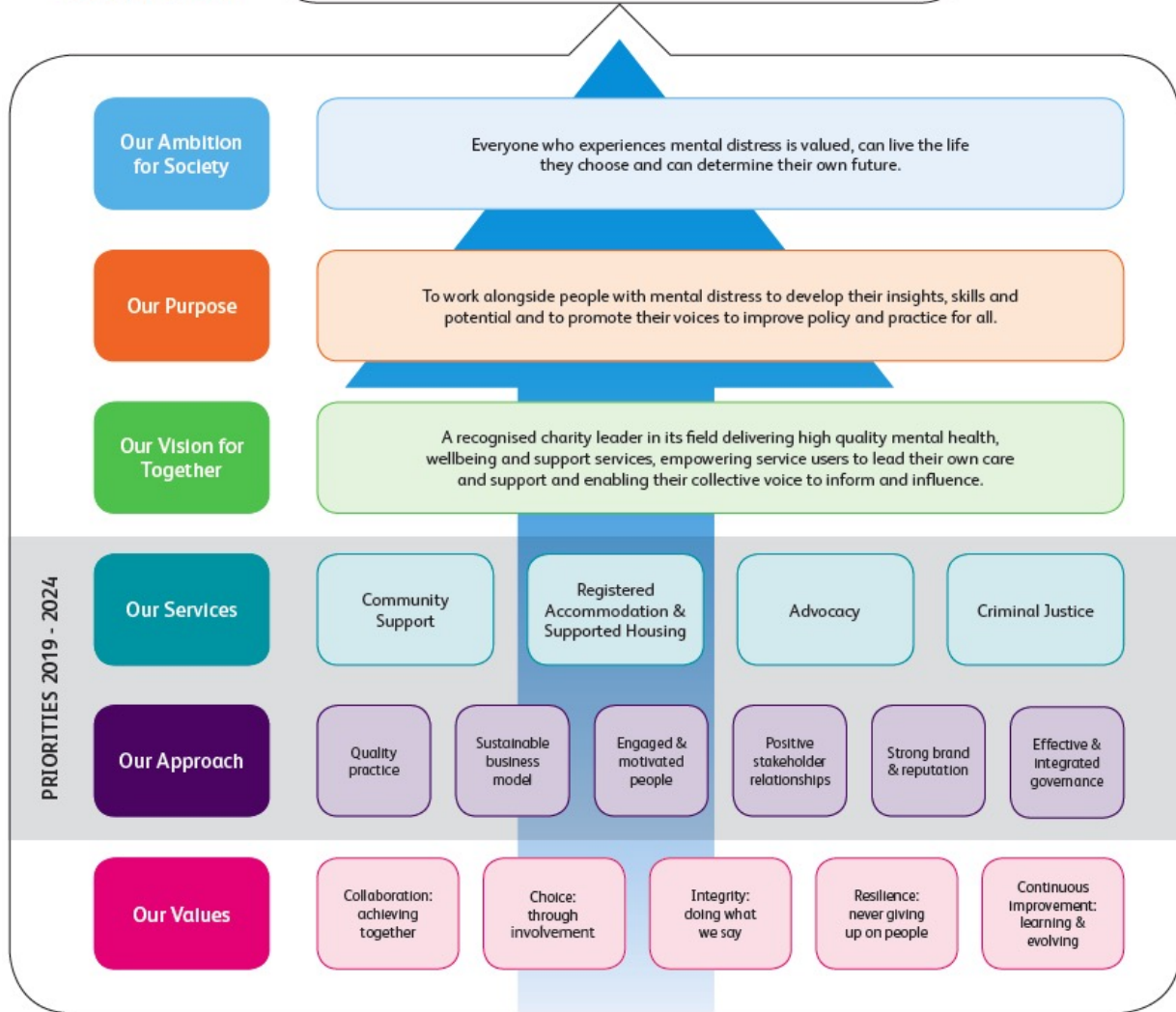
For more information about us and what we do, please visit [our website](#).

Download our latest [Annual Report](#).





Service User Leadership



PRIORITIES 2019 - 2024





Our values

Our value statement

“We work together to facilitate choice through involvement, by doing what we say, never giving up on people, and looking to constantly improve how we work.”

Collaboration: achieving together

- We connect with communities, advocating and increasing awareness of the interests that matter most to service users.
- We work closely together with service users, staff and communities, utilising the skills and experience of everybody, to ensure service users are at the centre of their support and achieve the best outcomes.
- We create meaningful internal and external connections to ensure everyone can access all the support they require.
- We actively raise awareness of mental health issues and support people to integrate fully in local support and local life at every opportunity.

Choice: through involvement

- We genuinely listen and take care to understand complex issues, in order to support decision-making that is fully responsive to individual expectations and aspirations.
- We work with compassion, respect and creativity to solve problems and find solutions.
- We are responsive and empowering, focusing on what can be achieved.
- We constantly review the value and impact of lived experience on exploring options that support choice.





Integrity: doing what we say

- We are trusted to deliver.
- We ensure that we always say what we mean.
- We communicate with each other with consistency and clarity.
- We are committed to making decisions transparently.

Resilience: never giving up on people

- We passionately care about empowering people to use their unique experiences and lead their own journeys.
- We use flexible approaches and innovate new ways of working to achieve goals.
- We are brave and resolute when facing challenges.
- We don't let the future be defined by the past.
- We hold the hope.

Continuous improvement: learning and evolving

- We are curious and deeply inquisitive about people and our work.
- We consider the whole person and recognise that genuine interest in each person enables us to support people with their long-term goals and aspirations.
- We create a safe environment for people to be who they want to be.
- We are conscious of our actions, decisions and their impact.
- We actively seek and learn from feedback, and make changes to deliver the best we can.





Our vision for the future

At Together we are absolutely committed to providing mental health and social care services that service users tell us that they want and need. We don't underestimate the challenges we face with funding pressures across health and social care – against a backdrop of the increasing needs for those seeking mental health care and support. However, we are in a post-pandemic era of further NHS Reform, new commitments and new ways of thinking about mental health and wellbeing and talking about mental health in ways that fights stigma and prejudice.

Our current plans outlined in our **five year strategy** focus on continuing to deliver and develop the services vital for people living with mental distress. Our values, approaches and services will enable the people we support to lead the way, to inform wider policy and practice, and to determine their own future – this is what we see as our vision and purpose for Together and what we will seek to achieve in partnership with others.

Critical to delivering our strategy is a vision for our workforce that we are enabled by a working environment that encourages us to be the best we can be, supporting us to achieve the best outcomes, motivating us to go further and being proud of the positive difference we make to the wellbeing of service users and each other. The pandemic has amplified the resilience, skills and motivation of people working within health and social care and we are committed to creating an organization that attracts and retains staff and volunteers who see working alongside people experiencing mental distress as a vocation.

Over the last couple of years we have worked hard to ensure our governance is fit for the future. This includes a highly committed group of trustees, working through sub-committees and the Board, supported by a Board Secretary and a programme of internal audit.



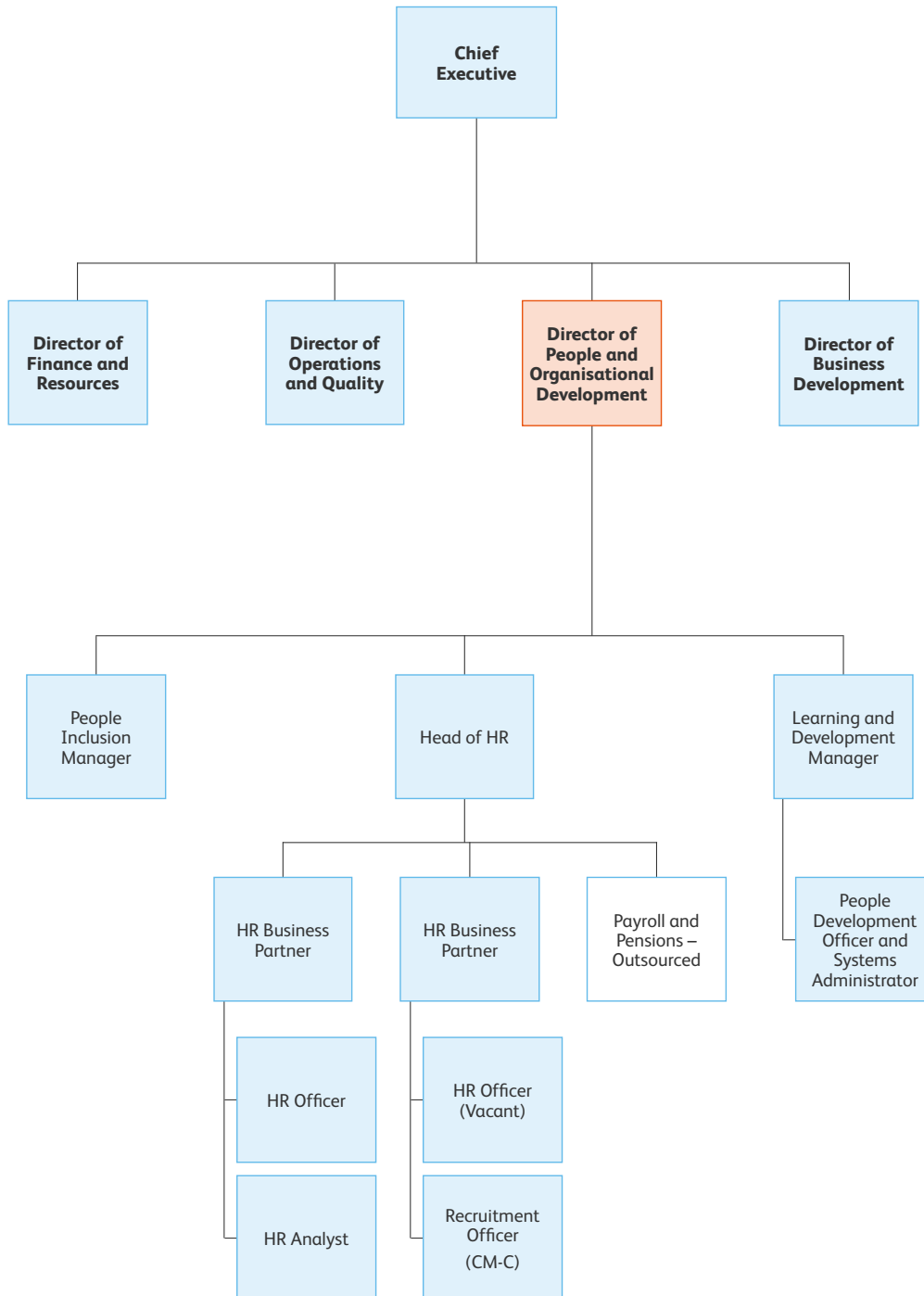


Our structure

for People and Organisational Development



Together employ around 500 staff supported by up to 150 volunteers at any one time.





Job description

Job title: Director of People and Organisational Development

Directorate: People and Organisational Development

Responsible to: Chief Executive

Responsible for: Head of HR
Learning and Development Manager
People Inclusion Manager

Hours: Standard working hours are 37.5 hours per week,
or as required to carry out the remit of the role

Location: Agile and flexible working with attendance
at our national office based in central London
(5 minutes from Lambeth North station;
10 minutes from Waterloo mainline station)

Key working relationships

Internal Director of Operations and Quality, Director of Finance and Resources, Director of Business Development, Senior Management Team, trustees, service users

External Unison (as part of Workforce Reps Council), Networking forums, Employment lawyers, Regulators, HR and L&D contractors

Purpose of the role

Ensuring the delivery of high quality, person-centre services through the leadership of the Human Resources function and the Total Reward offer to our workforce.

Working collaboratively across the organisation to drive the development of our culture to deliver our strategic priorities and charitable objectives.





Executive Leadership Team (ELT) accountabilities

- Work with Board, National Service User Steering Group and the Executive Leadership Team colleagues to set the strategic direction of Together, with a focus on service users and value.
- Ensure effective corporate functioning, development and governance, working closely and effectively with Board and wider stakeholders.
- Provide strategic thought leadership and function across the whole of Together to secure our strategic integration and success.
- Ensure effective and consistent delivery of strategic targets through the Senior Management Team.
- Drive a continuous quality improvement culture approach across Together and support the effective management of change.
- Build effective and influencing relationships outside the organisation with key stakeholders and opinion formers, to promote and strengthen the Together brand.
- Use professional expertise and networks to ensure Together is aware of and adopts forward thinking approaches and best practice.

Functional responsibilities

Strategy

- Implementation of the organisational people strategy which ensures high levels of engagement and commitment across Together and creates the environments where people can give their best.
- Lead the strategic investment in the workforce, embedding and developing a total reward model that ensures the recruitment and retention of a high functioning and engaged workforce aligned to our ethos and values.
- Working with ELT members to develop organisational development strategies, including Equality, Diversity and Inclusion, that ensures Together thrives and grows, reflecting the organisation's values, vision, and purpose.
- Develop and delivering a volunteer strategy in response to the people who give up their time without remuneration in support of our service users and organisational goals.





Human resources

- Ensure the provision of an effective customer-focused HR service and that transactional processes are undertaken efficiently and digitally; policies applied fairly and meet all legal and regulatory requirements.
- Create practices and learning to support managers to effectively lead and develop their teams and imbed a process of effective performance management.
- Support and advise on the wellbeing of our workforce – for staff and volunteers using their lived experience within their roles; supporting staff and volunteers experiencing mental distress; management practices that positively impact on our workforce's mental wellbeing.
- Ensure all Employee Relation matters are handled sensitively and efficiently with minimum impact on teams and the organisation.
- Undertake regular reviews of pay and benefits, ensuring recommendations are made to ELT and trustees for amendments and changes to be made to ensure we continue to offer a comprehensive reward package to staff.
- Develop and deploy policies and practices which ensure equality, diversity and inclusion of the workforce.
- Ensure the effective application of all matters relating to redundancy, redeployment and restructuring, and TUPE.
- Maximise the use of digital processes and technology to drive efficiency improvements and reduce the cost of HR delivery.

Equality, diversity and inclusion

- Ensure the development, implementation and review of an EDI Strategy creating working environments and cultures where every individual can feel safe, a sense of belonging and empowered to achieve their full potential.
- Deliver an approach that adds value to the organisation and contributes to the wellbeing and equality of outcomes and impact on all our workforce.
- Identify, monitor and evaluate the measures of success of an organisational culture that values diversity, equity of opportunity and inclusion.

Learning and development

- Ensure effective processes are in place to deliver meaningful supervision and support of staff including appraisal processes which are integral to continuous staff engagement and development.
- Create a blended approach to learning, fully utilising eLearning, face-to-face and on the job training.





- Ensure a comprehensive delivery of training that reflects our ethos and values and the needs and views of service users.
- Undertake annual needs assessment alongside the Director of Operations and Quality to ensure our training offer remains relevant and compliant and is fit for the current and future needs of our service users.

Organisational development

- In collaboration with ELT members, develop and implement a cost-effective organisational structure that delivers our organisational strategy and ambitions.
- Support the organisation to develop a performance management culture, aligned to the strategy and objectives and which increases employee engagement and satisfaction.
- Identify surveys and measures to test the culture of the organisation and staff engagement and prepare and present evidence to support findings, and recommendations on improvements.
- Analyse complaints, grievances, surveys and another other relevant information in order to improve working environments and processes.

Governance

- Lead Together's relationship with the Workforce Representatives Council and ensure effective and meaningful communications are in place to fully consult with the workforce and trade union.
- Attend trustee sub-committees of the Board, providing insightful management information, analysis and assurance to trustees on workforce and organisational development matters.
- Act as the executive lead for the Workforce Committee, liaising closely with the Chair of the committee to set meeting agendas and facilitate the work of the committee.
- Work with the Workforce Committee and ELT colleagues to develop, implement and review workforce and learning strategies, ensuring it meets the changing operational and strategic needs of Together.
- Lead on the implementation of HR related legislation and amendments to policies and practices and any other regulatory requirements.

Key leadership behaviours

- Model the highest levels of the Together Values commitment and its associated behaviours, to provide a clear example for all colleagues.
- Ensure Service User Leadership is at the heart of everything we do.





Person specification

Knowledge, skills and experience

Essential

1. Member of CIPD and active participation in CPD and networking with external partners to increase understanding and relevance of knowledge.
2. MCIPD and/or demonstrable senior level relevant experience.
3. Significant experience of working in Human Resources and organisational development within the not-for-profit, charity or public sectors in the health and/or social care sector or associated sectors.
4. Demonstrable professional competence and understanding across the range of HR functional areas, including recruitment, learning and development and transactional HR services, employee relations, pay and reward, TUPE, restructuring and redundancy.
5. Experience of developing and implementing corporate strategies.
6. Significant experience of working with senior teams and providing strategic and operational analysis on the range of HR matters to senior colleagues, CEO and Trustees.
7. Experience of coaching senior managers in effective people management and development, building their capability and confidence.
8. Experience of leading high performing teams with the ability to deliver effective collaborative working.
9. Up to date knowledge and understanding of UK employment law and application, in order to apply to specific workplace issues and develop into standard policies.
10. Track record in leading initiatives to enhance and promote workforce equality, diversity and inclusion to successful outcomes and a good understanding of current equality legislation and thinking.

Highly desirable

1. Evidence of leading and implementing change programmes designed to engage and motivate the workforce to deliver the charity's strategic ambitions.





How to apply

Application is by way of CV and a Supporting Statement, which should clearly set out how you meet each of the criteria set out in the person specification. You should provide evidence in your statement; and not simply a broad claim to have done it – give us examples and dimensions; tell us what this achieved and how it helped meet your organisation's goals.

For an informal conversation about the role, please contact our recruitment partner, NFP Consulting:

Simon Lloyd Director | NFP Consulting
07961 988 523 simon.lloyd@nfpconsulting.co.uk



Apply online at www.nfpconsulting.co.uk/Together

Applications will be reviewed on a rolling basis.

Accessibility

Please let us know if you have any special requirements to enable you to apply and participate in the selection process and to perform to the best of your ability. Any requests will not be taken into account in the decision making process.

Please let us know if you would like to receive this information in a different format.

