

DEPUTY CHIEF PEOPLE OFFICER

Candidate Pack



Job Summary

This summary has been generated using AI to provide a clear and accessible overview of the role. It is intended to support candidates who may find the full job description harder to read, such as those who are neurodiverse, have learning disabilities or lower literacy levels. Our goal is to make the application process more accessible and inclusive for everyone

- The Deputy Chief People Officer is a senior leader who helps shape and deliver the People Plan for two NHS Trusts.
- They provide advice and support to senior leaders and make sure workforce plans meet the needs of both organisations.
- The role involves using data to understand trends, manage risks, and improve staff experience.
- They lead teams responsible for staff engagement and clinical psychology, and work closely with other People and OD leaders.
- The postholder represents the Trusts at local, regional, and national levels and promotes fair and inclusive practices.
- Strong leadership, integrity, and a focus on improving staff wellbeing are key parts of this role.

Job Description

Job title:	Deputy Chief People Officer
Grade:	Very Senior Managers (VSM) competitive based on experience
Site:	The Royal Shrewsbury Hospital with travel between Shropshire Community Health NHS Trust and The Shrewsbury and Telford Hospitals sites
Accountable to:	Chief People Officer
DBS required:	None

Job summary

- The Deputy Chief People Officer serves in a senior leadership capacity spanning Acute and Community environments. This position is responsible for providing strategic input into the formulation, execution, and evaluation of the People Plan and associated initiatives.
- This role involves communicating complex information in a clear and effective manner to various stakeholders, including senior executives/Board at The Shrewsbury and Telford Hospital NHS Trust and Shropshire Community Health NHS Trust. The individual may also represent these organisations at regional and national levels as required.

- The preferred candidate should demonstrate substantial expertise in accomplishing people-related objectives while contributing to broader organisational development efforts. They will apply data-driven analysis to detect patterns, assess potential risks, and formulate effective solutions. Proficiency in gathering, managing, and interpreting workforce data and statistical information is essential to provide valuable insights at tactical, operational, and strategic levels.
- The position offers support to the Associate Directors of Culture; Workforce & People Services; Transformation & Business Partnering; and Education. It also involves direct line management within the People and Organisational Development (OD) team for both Engagement and Clinical Psychology functions.
- Upholding high standards of personal integrity is essential, as is a continuous commitment to enhancing staff experiences and providing effective personnel support

Main duties and responsibilities

Strategy, Policy and Planning

- Provide thorough support and strategic counsel to senior stakeholders, such as the Chief People Officer (CPO) and Executive Directors, to facilitate the identification and advancement of productivity and efficiency initiatives.
- Provide both Trust's Board and executive leadership with reliable and up-to-date workforce data to support informed decisions in workforce planning, development, and performance management using key performance indicators.
- Maintain the organisation's commitment to people practices according to national, regional, and local policies, including those related to industrial action and the Employment Rights Bill.
- Provide leadership to the Engagement team in executing initiatives that are consistent with the joint People Strategy, ensuring all actions are informed by comprehensive stakeholder engagement.
- Oversee the Clinical Psychology team to maintain clinical practice standards and provide psychological expertise within a healthcare setting for staff.
- Collaborate with Workforce, Finance, and Operations teams to implement an integrated workforce planning strategy, which includes an annual planning

process aligned with both Trust's strategic objectives, thereby ensuring the organisation maintains a highly skilled and experienced workforce at all levels.

- Work closely with Transformation and Business Partners to design strategic workforce plans in alignment with the £312 million Hospital Transformation Programme, 10-year plan, and Joint People Strategy. Ensure that innovative operational practices, advanced care delivery models, and workforce development are maintained as key priorities across all major initiatives and transformation programmes.
- Facilitate the attainment of ICS and Shared Services objectives by ensuring all workforce and organisational development strategies and policies are consistently aligned with both Trust's mission and strategic priorities

Employee Relations and Governance

- Maintain appropriate risk management procedures and governance structures for the Workforce risk register, Board Assurance Framework, and departmental requirements.
- Engage actively with the People and Culture Committee by providing progress reports, identifying both challenges and opportunities, and collaborating with the CPO, Non-Executive and Executive Directors to uphold a robust Committee structure and assurance framework.
- Operate within diverse governance frameworks to ensure robust decision-making and mentor People and OD team members to uphold these standards.
- Implement a "Just Culture" framework for managing personnel matters, ensuring fair and equitable experiences for colleagues from all backgrounds, including those from global majority groups.
- Provide advice and support to the CPO, Chief Executive and other Executive Directors as required on specific senior employee relations or other workforce issues.

Organisational Development / Workforce planning

- Establish and maintain a transparent and well-defined framework for individual appraisal and performance management to support both Trust's workforce objectives. Collaborate with Education to ensure line managers are

thoroughly trained in its application and are held accountable for effective people management and local performance outcomes.

- Demonstrate leadership by collaborating with the Culture team to establish and oversee an ambitious, highly visible, and well-managed programme of organisational development initiatives that actively foster a culture aligned with both Trust's Culture and Leadership programme and commitments.
- Oversee the development, implementation, and evaluation of key performance indicators, and deliver workforce analytics to both Trust's Executive and management teams to support enhanced individual and organisational performance and productivity including shared service development

Partnerships

- Collaborate effectively with key internal and external stakeholders, including NHSE, ICB, and regional partners, to ensure the successful delivery of local, Alliance, Regional, and National initiatives and projects as required.
- Maintain up-to-date knowledge of national policy developments, Integrated Care System (ICS) workforce strategies, and best practices within the NHS and other sectors, ensuring that both the people and OD function and both Trusts continually adopt innovative approaches to people management.
- Collaborate effectively across the Integrated Care Systems, exemplifying partnership-oriented behaviours in all matters pertaining to the people agenda.
- Foster and encourage constructive partnership working with both Trust's staff, trade unions, and staff side, ensuring their engagement in both strategic and operational planning.
- Engage cooperatively with trade unions and professional bodies to facilitate both Trust's achievement of its business goals

Leadership and Team Management

- Attend and chair meetings as required on behalf of the CPO representing both the CPO, Trust and Division when appropriate.
- Offer strategic leadership and guidance to team members through regular meetings to monitor operations, evaluate team performance, and identify opportunities for continuous service improvement.
- Assist the CPO in ensuring that all members of the People and OD team have annual objectives aligned with the organisation's strategic priorities and measurable KPIs. Ensure all People and OD staff participate and have up-to-date personal development plans.
- Always maintain appropriate staffing levels to ensure optimal team performance within the People and OD team.
- Actively solicit feedback regarding the contributions within the People and OD team highlighting effective practices and promptly addressing any areas of concern.
- Maintain systems to evaluate and review performance based on established workforce targets and performance indicators, taking corrective action as necessary.
- Implement processes for the regular assessment of individual performance for CPO direct reports and their teams, provide feedback and guidance, and support the identification and fulfilment of development needs.
- Foster a supportive, equitable, and transparent culture that empowers all members of the Workforce to achieve established performance standards.
- Develop, negotiate, and execute any annual service level agreements for the People and OD team, incorporating relevant KPIs, and ensure that all service areas consistently meet these standards.

Workforce Systems and Intelligence

- Lead the development, implementation, and monitoring of key performance indicators, providing workforce information to both Trust's Board and managers to support improved individual and organisational outcomes.
- Support both trusts in advancing workforce intelligence and planning initiatives.

Pay and Reward

- Assist both trusts with workforce cost management by monitoring expenditures and reward and recognition to align with desired behaviours and performance standards.
- Collaborate with staff and representatives to ensure value for money and adopt best practices through optimised terms and conditions.
- Collaborating with the Workforce and Culture team to create a reward and recognition system to encourage positive behaviours and high performance across both Trusts.

Leadership

- Support the Chief People Officer as Deputy by assisting with the implementation of the joint people strategy through the development and execution of operational plans. Ensure that the People and OD function operates proactively and provides influence.
- Supervise the operational efficiency of the People and OD function, ensuring effective execution of work streams in accordance with strategic objectives.
- Provide workforce intelligence and management information to both Trusts board, and managers to support individual and organisational performance, as well as workforce profiling, planning, and forecasting.
- Promote ongoing improvement and learning within the People and OD team to maintain its effectiveness in supporting clinical and corporate services.
- Provide professional leadership and guidance within the People and OD team, implementing solutions and fostering continuous improvement to support transformational and cultural initiatives aligned with both Trusts strategies and objectives.
- Oversee people metrics and governance for the People and OD team, ensuring digital systems are established.
- Assist the Chief People Officer with managing delegated budgets for the People and OD team, including budget planning, monitoring, and adherence to both Trusts' financial regulations.
- Research best practices in the people profession, both within the health sector and more broadly, and share relevant findings with the team, providing proposals for new approaches as appropriate.

- Guide the formation and maintenance of an efficient and effective internal People and OD function.

Other Responsibilities

- Ensure that all HR services are inclusive and align with both trust's equality and diversity plans and strategies. Incorporate Equality Quality Health Impact Assessment (EQHIA) into the development of all trust policies and procedures and ensure compliance with the Public Sector Equality Duty.
- Collaborate with staff networks to contribute to the equality, diversity, and inclusion (EDI) agenda. Apply an inclusive leadership approach within People and OD to promote understanding of differences and to support staff in the workplace.
- Contribute fully as a senior leader to both Trust's overall strategy and direction, the effective functioning of the organisation and the promotion of strong partnerships within and outside the local health community.
- Assume joint responsibility with other senior leaders for corporate performance and risk management and the achievement of both Trust's strategic objectives for service, teaching and research.
- Contribute to the achievement of both Trust's Financial Plan, ensuring that the workforce is deployed as productively and efficiently as possible within the overall pay budget.
- Deliver year on year efficiency improvements within own areas of budgetary responsibility.
- Support planning and delivery of both Trust's savings programme and lead Trust-wide initiatives to reduce the overall pay bill.
- To participate when required in the Executive on-call rota including evening and weekend working.
- Contribute fully as a senior leader to both Trust's overall strategy and direction, the effective functioning of the organisation and the promotion of strong partnerships within and outside the local health community.

Person Specification

	Essential	Desirable
Qualifications	• Educated to a master's degree in human resources or Employment Law. • Chartered Institute of Personnel and Development (CIPD). • Evidence of on-going personal and professional development	• Formal training or qualification in management and/or leadership.
Experience and knowledge	• Advanced MS Excel and Power BI Skills to collect and synthesise data to gain and present information to assist in decision making. • Significant leadership experience ideally as a director within the people profession in a complex NHS organisation. • Recognised leader with influence and personal credibility. • Track record of developing, shaping and delivering people strategies. • Significant experience of leading teams across a variety of disciplines within the people profession. • Demonstrable experience of impacting organisational effectiveness through quantifiable performance improvement. • Experience of leading and delivering change.	• Experience with working with a large medical workforce and understanding of medical contracts and terms and conditions

	• Advanced detailed knowledge of employment law. • Detailed understanding of different ways to measure the implementation and impact of initiatives • Advanced practical knowledge of staff engagement, talent management and employee relations. • Excellent interpersonal and communication skills. • Successful track record in a sub board level role in Human Resources role in a complex unionised environment. • Leading a Human Resources / Workforce/People and OD function and developing and implementing sound workforce and employee relations strategies, policies and procedures. • Evidence of success in implementing transformational change within a large and complex organisation, including service and workforce redesign in the public or commercial sector. • Experience of building a positive approach to managing employee relations. • Experience in building personal and professional credibility with the Board, management teams and staff.	
--	--	--

	• Formulating and implementing successful people and organisational development strategies. • Managing workforce issues arising from significant structural re-organisation or service change. • Experience of workforce planning in an environment of comparable complexity. • Working across professional and organisational boundaries, and in partnership with a wide range of key stakeholders. • Demonstrable achievement in delivery of corporate objectives and performance improvement in a devolved management structure. • Consultation, negotiation and influencing different stakeholders, including staff and staff representatives. • Budgetary and financial management. • Knowledge and understanding of the diversity and equality agenda with an appreciation of structural or systematic inequalities and how to develop an inclusive culture. • Broad understanding of the current NHS policy context, financial regime and workforce and	
--	--	--

	training issues and of NHS working practices. • Highly developed leadership, negotiation and influencing skills with the ability to motivate, challenge and engage individuals and teams. • Ability to communicate directly with individuals at all levels both within the Trust's and across partner organisations. • Ability to set out a clear strategic direction, inspire others and assume command, together with an ability to translate strategic objectives into deliverable operational plans. • Ability to develop effective working relationships with key partners and influence a wide range of internal and external stakeholders to bring about positive change. • Ability to contribute to effective board working, monitor compliance with risk management, legal, ethical, clinical, social and environmental requirements. • Proven ability to analyse, interpret and present complex data and build business cases supported by clear evidence.	
Skills	• Able to lead and motivate others, strong influencing skills.	

	• Able to assess priorities and make decisions, give leadership and direction. • Able to lift above the operational day to day and think strategically. • Able to cope under pressure and work to ambitious deadlines. • Able to work collaboratively and build relationships with a variety of stakeholders. • Able to demonstrate a compassionate, inclusive and kind leadership style. • Able to challenge and promote new ways of working, encouraging a culture of care for others. • Able to build high performing, cohesive teams, inspiring and motivating others, takes people with them.	
Other	• Resilience required to operate in a challenged organisation and a complex external environment. • A leader who leads by example and empowers others. • Highly motivated to deliver high standards that contribute to the improvement in the quality of services. • Commitment to equality and diversity in employment and service delivery. • Standard keyboard skills	

	• Regular exposure to IT equipment for lengthy periods of time. • Able to attend meetings/events outside of normal working hours. • Able to travel to all sites and regionally and nationally as and when required. • Flexible approach towards their role	
--	---	--

General conditions

As they undertake their duties, all our people are required to uphold and demonstrate the Trust's core values of: Partnering, Ambitious, Caring and Trusted. Collaboration and partnership are also central to our approach in delivering our fundamental activities of patient care, teaching, and research.

Health and safety

As an employee of the Trust, you have a responsibility to:

- take reasonable care of your own Health and Safety and that of any other person who may be affected by your acts or omissions at work;
- co-operate with the Trust in ensuring that statutory regulations, codes of practice, local policies and departmental health and safety rules are adhered to;
- not intentionally or recklessly interfere with or misuse anything provided in the interests of health and safety

Infection prevention and control (IPC)

The prevention and management of acquired infection is a key priority for the Trust. As an employee of the Trust, you have a responsibility to:

- ensure that your work methods are compliant with the Trust's agreed policies and procedures and do not endanger other people or yourself;
- be aware of infection prevention and control policies, practices, and guidelines appropriate for your duties and you must follow these at all times to maintain a safe environment for patients, visitors and colleagues;

- maintain an up-to-date knowledge of infection prevention and control, policies, practices, and procedures through attendance at annual mandatory updates and ongoing continuing professional development;
- challenge poor infection prevention and control practices of others and to report any breaches, using appropriate Trust mechanisms (e.g. incident reporting policy)

Information governance

The Trust is committed to compliance with Information Governance standards to ensure that all information is handled legally, securely, efficiently, and effectively. You are required to comply with the Trust's Information Governance policies and standards.

Confidentiality and Security - Your attention is drawn to the confidential nature of information collected within the NHS. Whilst you are employed by the Trust you will come into contact with confidential information and data relating to the work of the Trust, its patients or employees. You are bound by your conditions of service to respect the confidentiality of any information you may come into contact with which identifies patients, employees or other Trust personnel, or business information of the Trust. You also have a duty to ensure that all confidential information is held securely at all times, both on and off site.

Disclosure of Information - To ensure that information is only shared with the appropriate people in appropriate circumstances, care must be taken to check the recipient has a legal basis for access to the information before releasing it. Upon leaving the Trust's employment and at any time thereafter you must not take advantage of or disclose confidential information that you learnt in the course of your employment, to protect yourself and the Trust from any possible legal action.

Information Quality and Records Management - You must ensure that all information handled by you is accurate and kept up-to-date and you must comply with the Trust's recording, monitoring, validation and improvement schemes and processes.

Professional standards and performance review

As an employee of the Trust, you have a responsibility to:

- participate in continuous personal development including, statutory and mandatory training as appropriate for the post;
- maintain consistently high personal and professional standards and act in accordance with the relevant professional code of conduct;
- take responsibility for the maintenance and improvement of personal and professional competence and to encourage that of colleagues and subordinates

Safeguarding children and vulnerable adults

We all have a personal and a professional responsibility within the Trust to identify and report abuse. This may be known, suspected, witnessed or have raised concerns. Early recognition is vital to ensuring the patient is safeguarded; other people (children and vulnerable adults) may be at risk. The Trust's procedures must be implemented, working in partnership with the relevant authorities. The Sharing of Information no matter how small is of prime importance in safeguarding children, young people and vulnerable adults.

- As an employee of the Trust you have a responsibility to ensure that:
 - you are familiar with and adhere to the Trusts Safeguarding Children procedures and guidelines.
 - you attend safeguarding awareness training and undertake any additional training in relation to safeguarding relevant to your role.

NHS Sexual Safety Charter

The Trust is committed to ensuring that all employees work in an environment that is safe, inclusive, and free from sexual misconduct, harassment, and discrimination. As a signatory to the NHS Sexual Safety Charter, the Trust upholds a zero-tolerance approach to sexual harassment and supports anyone affected by inappropriate behaviour. In accordance with the Workers Protection (Amendment of Equality Act 2010) Act 2023, the Trust has a statutory duty to take reasonable steps to prevent sexual harassment of its employees. All staff, are required to treat others with dignity and respect at all times and to cooperate with Trust policies, procedures and training designed to maintain a culture of safety, professionalism, and mutual respect.

Social responsibility

The Trust is committed to behaving responsibly in the way we manage transport, procurement, our facilities, employment, skills, and our engagement with the local community so that we can make a positive contribution to society. As an employee of the Trust, you have a responsibility to take measures to support our contribution and to reduce the environmental impact of our activities relating to energy and water usage, transport and waste.

Continuous improvement

Both Trusts are committed to creating a culture that puts Continuous Improvement at the forefront of our transformational journey and our aim is to empower colleagues at all levels have the confidence, capability, passion, and knowledge, to test changes and make improvements at the Trusts and in the communities we serve.

Equal opportunities and diversity

Both Trusts are striving towards being an equal opportunities employer. No job applicant or colleague will be discriminated against on the grounds of race, colour, nationality, ethnic or national origin, religion or belief, age, sex, marital status or on the grounds of disability or sexual preference.

Selection for training and development and promotion will be on the basis of an individual's ability to meet the requirements of the job.

The post-holder will have personal responsibility to ensure they do not discriminate, harass, bully, or contribute to the discrimination, harassment or bullying of a colleague or colleagues, or condone discrimination, harassment or bullying by others.

The post-holder is also required to co-operate with measures introduced to ensure equality of opportunity.

