

PEOPLE & OD BUSINESS PARTNER – URGENT & EMERGENCY CARE

Candidate Pack



Colleague Benefits

General

- 27 days annual leave entitlement, increasing with length of service, plus 8 bank holidays
- Flexible working policies
- Generous maternity pay and 2 weeks full pay paternity leave
- Colleague recognition scheme and long service awards
- Greener travel initiative, including cycle to work scheme and lift share
- Childcare information and support available, including onsite nurseries
- Discounted bus passes with Arriva

Financial

- Access to various local and national discounts via various external websites
- Salary sacrifice schemes
- Generous pension scheme
- Access to a financial support booklet
- Pre-retirement courses
- Free Will writing service
- Savings and Loan schemes

Learning and Development

- Coaching and Mentoring
- Leadership Academy – leadership and management training for all staff
- Access to E-Learning courses
- Apprenticeships – growing number of apprenticeship opportunities across all disciplines
- Secondment and acting up opportunities
- Support to complete qualifications whilst on the job

Wellbeing

- Coaching
- Mental Health First Aiders
- Chaplaincy
- Fast track physiotherapy service
- Free eye test vouchers
- Slimming World referral scheme
- Cervical screening service
- Long Covid support
- Access to wellbeing/rest rooms
- Menopause support
- Men's Health forms and MOT
- Discounts with local gyms



Poppy's Promise

Poppy's Promise is a compassionate care initiative introduced within this Trust to enhance communication, respect and empathy across every aspect of patient care.

The initiative was founded by Katie Russell, following the loss of her daughter Poppy, who tragically died at just twelve hours old due to failures in care and communication. Born from that experience, Poppy's Promise serves as a powerful reminder that while clinical skill saves lives, it is compassion, listening and respect that define the quality of care and human connection. By embedding this promise across our organisation, we ensure that no patient or family ever feels unseen, unheard, or uncared for.

Poppy's Promise is a five-stage framework that supports NHS staff to provide compassionate, consistent and patient-centred care. It aims to create a culture where empathy and communication are prioritised at every level – from education and recruitment to daily patient interactions.

At the heart of the initiative lies the C.A.R.E. framework, which outlines four guiding principles for staff to follow. The CARE principles form the foundation of Poppy's Promise. They describe the behaviours, attitudes and values that underpin every interaction – between staff and patients, staff and families, and colleagues with one another.

CARE is not an additional task. It is how care is delivered.

C.A.R.E. Meaning and Practice

Compassion - Demonstrate genuine kindness, empathy and humanity in every interaction. Compassion means recognising the emotional as well as the physical needs of patients, families and colleagues, and responding with care, patience and understanding. Small acts of compassion can have a lasting impact.

Acknowledge - Actively listen and be fully present. Use eye contact, names and open body language, and acknowledge the individual's feelings, concerns and lived experience. Every person should feel seen, heard and taken seriously.

Respect - Treat everyone with dignity, honesty and fairness at all times. Respect individual differences, personal circumstances and lived experience. Trust is built through respectful behaviour, consistency and integrity.

Empower - Enable people to be active participants in their care and work. Communicate clearly, encourage questions and shared decision-making, and ensure patients, families and colleagues feel informed, confident and included. Poppy's Promise is more than a framework – it represents a cultural shift towards human-centred care. By adopting these principles, we:

- Strengthen trust and communication between staff and patients
- Reduce avoidable harm through better understanding and listening
- Improve patient experience and staff wellbeing
- Foster a culture of openness, empathy and shared responsibility

Every member of staff has a role to play in bringing Poppy's Promise to life. Whether you are clinical, administrative or support staff, compassion and communication are part of everyone's role.

In daily practice, you can:

- Take a moment before entering a patient's space – centre yourself, focus on the person, not the task
- Use clear, respectful and kind language
- Listen without interruption and acknowledge emotions expressed
- Be honest and transparent, even when conversations are difficult
- Reflect after interactions – consider how your approach made the patient or family feel

All staff within the Trust are expected to:

- Uphold the values of Poppy's Promise in all patient and colleague interactions
- Attend any training, workshops or refreshers provided as part of the initiative
- Support colleagues in modelling compassionate behaviours
- Raise concerns constructively when communication or respect fall short
- Reflect these principles in both professional and personal conduct within the workplace

Together, we can make every interaction an opportunity to care, listen and make a difference.

That is Poppy's Promise.

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.

- Supports senior leaders to develop and deliver workforce plans that help the organisation meet its goals and improve services for patients.
- Provides expert advice and support on all people management matters, helping managers lead their teams effectively and create a positive working environment.
- Leads workforce change and improvement projects, including organisational redesign, recruitment, retention, succession planning and new ways of working.
- Uses workforce data, insight and evidence to identify trends, support decision-making and improve team and organisational performance.
- Promotes staff wellbeing, engagement, equality, diversity and inclusion, helping to build a supportive, respectful and inclusive workplace culture.
- Works closely with managers, staff representatives and People & OD colleagues to deliver positive outcomes for employees, teams and the wider organisation.

Job Description

Job title:	People and OD Business Partner
Grade:	8A
Site:	The Princess Royal Hospital with cross site working at both sites
Accountable to:	Associate Director of Transformation & Business Partnering
DBS required:	No

Job Purpose

The People and OD Business Partner role is a senior and influential post, which is an integral part of the divisional senior management team. The purpose of the role is to provide a highly specialist strategic people and organisational development (OD) focus, provide support and challenge for the Division, to support the delivery of the Shropshire Telford & Wrekin Community and Acute Hospital NHS Group's vision and strategic goals alongside continuous improvement.

The post holder will deliver a pro-active and professional business partnering service working closely and collaboratively with the multi professional senior leadership teams, internally and externally. The post holder will lead on all aspects of strategic workforce planning, redesign and transformation, facilitate leadership development, increase colleague engagement, and provide expert guidance on people management practices for their designated Division/Area. In addition, they will embed excellent People and OD practice and standards and increase people management capability within the Division/Area using a restorative just and learning mind-set embedding an inclusive culture of well-being.

The post holder will be a member of the Divisional Senior Leadership Team understanding the context of operational requirements and advising on how to meet and deliver the people agenda.

Main Business Partner Duties and Responsibilities

Strategic Leadership and Business Partnering

- The post holder will be an experienced professional, operating with a high level of autonomy using own professional judgement, specialist knowledge, experience and analytical thinking to guide, support and challenge decision making at all levels and transform our ways of working.
- As an autonomous practitioner the post holder will lead on the development and implement activity within the Division/Area which directly supports the delivery of the Trust's People Strategy and adds value to the overall performance of the Division/Area.
- Provide strategic professional workforce support across the whole remit of people issues ensuring leadership teams take a holistic approach while promoting the Trust's values and high- performance standards both individually and as a team, in the achievement of the Divisional objectives and priorities.
- To demonstrate a thorough understanding of the relevant business area(s), and both the internal and external environments that it operates in. This includes how activity impacts other areas within the organisation, and relationships with commissioners, regulators, and the wider health and social care landscape.
- To work closely with relevant People & OD Business Partners where clinical pathways align, ensuring people matters and workforce planning is supported in a collaborative way to ensure best outcomes.
- Be the point of contact and source of workforce advice for the Division/Director

and senior managers within the designated work area(s).

- To define, prioritise and measure HR's contribution to business performance in the Division/Area, as well as monitor and maximise workforce utilisation within the Division/Area.
- To proactively promote HR/OD/workforce interventions that will add value. To demonstrate the difference that effective HR contribution makes to our patients and their experience.
- Develop and maintain excellent working relationships with senior and multi professional staff that are built on trust, confidence, and mutual respect.
- Work in collaboration with stakeholders within the People and OD directorate such as Resourcing, OD, Workforce Assurance, Corporate Education and People Advisory to deliver the people agenda including design and deliver training and development programmes and briefing/update sessions in matters of HR policy and practice to managers at all levels in the organisation.

Workforce Planning and Transformation

- Lead, develop and evaluate effective and deliverable workforce plans. Supporting the Senior Leadership Team to focus on workforce redesign, recruitment and retention plans, talent management and succession planning to enable the delivery of local and Trust key business objectives.
- Lead on supporting the design and delivery of the workforce elements of transformation programmes within the Division/Area.
- Understand the Trust's key drivers and challenges to help plan and provide assurance that local workforce plans are viable and are supporting the Trust's People Strategy.
- To be jointly responsible with Division/Area for delivering a robust workforce plan for the relevant business area(s) - defining the likely key workforce changes and development needs consistent with activity and financial plans. This includes the planning for new ways of working and new roles.
- Lead key change programmes within Divisions/Areas/Staff Groups which may be highly contentious, affecting a large number of employees. This will include consulting with multi-disciplinary groups where there is significant challenge and highly emotive responses to the message being delivered.

- To act as a strategic change agent to help identify, plan, and deliver major transformation projects and cultural development within designated Division and system wide. This includes applying change methodology to support leaders and people facing change and providing cultural development support.
- To ensure the People and OD Directorate supports the improvement of patient care by anticipating and managing workforce implications of business and service plans.
- To work closely with the Corporate Education team to ensure a holistic approach that improves both the employment and patient experience.
- To work with education and learning advisors, to determine the learning needs, development plans, and where appropriate – training provision, that reflect the needs of the business

Employee Relations & Governance

- To consult, negotiate and work in partnership with staff side representatives in accordance with the Trust's Recognition Agreement, underpinned by a culture of mutual respect, to achieve satisfactory outcomes. To work closely with regard to:
 - Change management processes including bespoke advice and support with redeployment and TUPE procedures.
 - Complex employment cases
 - Industrial Action
- To have oversight of employee relations matters through the People Advisory function in the Division ensuring that a Just Culture approach is followed in the advice given and in the management of cases in the Division/Area.
- Advise and support the design, development and presenting workshops/training events on relevant People & OD issues (e.g. dispute resolution, disciplinary, grievance, sickness, change, culture)
- To collaborate with the Head of Governance and People Advisory Service in ensuring the Division receives a consistent, supportive, and appropriate service from the People Advisory Team in terms of employee relations advice, transactional HR and other services; and to work with the Division's people advisory support to quickly address any instances where improvement is required. This is a model of collaboration.
- To work in partnership with People Advisory colleagues and the People

Governance and Projects team, consistently exploring opportunities to improve services.

- To lead on ensuring provision of high quality specialist advice for highly complex and sensitive employee relations matters within the Division/Area, including MHPS matters, and advising the Division/Area on the appropriate actions to protect the Trust and support our workforce.
- To where appropriate represent the Trust at Employment Tribunals, Civil court proceedings as required. To support with responding to Employment Tribunal claims liaising with legal representatives and ACAS as required to ensure the employers response is robust and accurate.
- To attend, present and actively participate in JNCC/ LNC ensuring that actions and presentations are in line with Trust objectives and direction.
- To participate in hearings / appeals processes in an expert and highly specialist advisory capacity to the Panel in relation to grading/job planning issues, grievance and disciplinary procedures or present cases where appropriate, ensuring consistency and appropriateness of outcomes and recommendations.

Data Insight & Performance

- Analyse complex information requiring interpretation and comparison of a number of options and communicate key messages clearly and concisely. Identify trends, present, and explain workforce performance information to management team(s), identifying reasons for performance, and agreeing action plans in response. Using soft information to develop a deeper understanding of workforce issues.
- To provide business performance information on relevant workforce metrics, including the analysis of highly complex data, consideration of options and making recommendations to senior leaders including Executive Directors.
- Working with key stakeholders in the Division/Area to identify appropriate data to inform and support workforce and operational planning.
- To identify additional workforce information that will enable the Division to meet their objectives, ensuring support from the People and OD Directorate in providing the information required.

Organisational Development and Engagement

- Advise, coach, influence, support, and challenge managers and senior leaders to develop skills and competencies for effective people management necessary to fulfil their operational roles. This will require the highest level of communication skills and emotional intelligence to influence and build relationships in challenging working conditions.
- To commission support from the OD team to implement workforce initiatives. Where appropriate to actively lead and support the implementation of OD and workforce improvement initiatives.
- Where appropriate, to facilitate and lead organisational development interventions and review the success of the intervention, utilising for example coaching techniques to embed as practical tools within relevant business area(s)
- Support Divisional Leaders in developing and implementing their staff engagement improving staff involvement, motivation, and contribution, while also supporting personal and career development, and the health and wellbeing of staff. Act as a champion to promote and facilitate an engaged workforce within the Trust.
- To support development of our staff support offer with a real focus on building psychological mindset for themselves and across the Trust, putting the health and wellbeing of our people at the heart of our People Strategy.
- Promote a culture of continuous improvement, learning, coaching, supporting and enhancing individual learning.
- To coach managers in using their access to relevant workforce information systems (including ESR, LMS and E-Rostering) in order to effectively manage their people resources.
- Work with the leadership team to develop and implement approaches to inclusion, to drive improvements of inclusion KPIs and improve the experience of staff.
- Champion equality, diversity, inclusion and dignity and respect in working practices by developing and maintaining positive working relationships, ensuring colleagues are treated fairly and contributing to developing equality of opportunity and outcomes in working practices and advice given.

- Encourage and enable staff to feel empowered to change and improve the workplace through, for example focus groups, listening sessions and regular local surveys.

Governance, Risk and Assurance

- Attend and present at Division Committees, Performance Review Meetings with Executive Directors, Assurance Committees with ICS, Operational Performance Oversight Group and Strategic People Group / committee meetings and transformation programme meetings (which may have external attendance) providing assurance of the actions taken to mitigate workforce risks where appropriate.
- The post holder will be required to raise awareness of relevant workforce matters for senior management of relevant organisational risk.
- Support the People and OD Directorate and Division/Area with the development and delivery of the workforce elements of CQC Reports and other regulatory assessments.
- Carry out in-depth reviews, audits and assessments within the Division/Area and use the findings to support service improvements.

Finance & Resource Management

- To contribute to budget setting relating to workforce plans and initiatives and to regularly monitor the financial position of workforce initiatives.
- Take an active role in the business of the defined work area(s), fully contributing to; the business planning process, financial monitoring, culture development, change management and cost improvement programmes taking shared responsibility for their successful delivery.

Corporate Contribution & Leadership

- To contribute or lead on the review and improvement of Trust People & OD policies that impact across the Trust
- Supporting emergency planning, mitigation, and risks.
- To take a leading role in the success of the People & OD directorate as a peer, coach, trainer, and team-member.

- To support the wider People & OD team where appropriate in the implementation of any changes to contracts at local and national level providing regular reporting on implementation to the Divisional leadership teams.
- To be a champion for the Trust values and associated behaviours of the Trust, and actively support managers and leaders in reflecting them in practice, acting as an ambassador for both the Trust and People Directorate.
- To manage, and be directly accountable for, an agreed portfolio of projects that may have an impact across more than one Division, in pursuit of the Trust's strategic People agenda.
- Act as the representative on workforce projects relating to the Division/Area at system level where appropriate developing external relationships with key partners and stakeholders..
- Where required deputising for the Associate Director of Transformation and Business Partnering and providing cross cover for Business Partner colleagues.
- To communicate and present to small and/or large groups and deals with responses in a tactful, non-confrontational manner.
- This job description is not intended to be an exhaustive list of duties and it may be reviewed and altered in the light of changed service needs and developments after discussion with the postholder.

Person Specification

	Essential	Desirable
Qualifications	• Master's degree or equivalent level of experience • Chartered MCIPD or equivalent • Evidence of continuing Professional Development	• Employment law qualification
Experience and knowledge	• Experience of acting as a Business Partner to a Senior Leadership team, leading on supporting with workforce development and transformation • Experience within a large, unionised and complex environment. • Proven experience of building excellent professional relationships, quickly developing rapport based on professionalism, trust and integrity • Experience of contributing to senior meetings providing authoritative advice and timely, accurate interpretation of workforce information • Knowledge and experience of employment law, performance, compensation and benefits, successful	• Experience of applying principles of a just and learning culture to support safety and quality. • Knowledge and experience of Managing Health Professional Standards and NHS Terms and Conditions of Employment • Experience of developing staff experience through improving diversity and inclusion

	re-organisation Inc. redundancy / TUPE • Experience of managing HR casework including attendance, disciplinary and grievances as well • Expert level of knowledge in strategic workforce issues, including legislation, NHS Policy, workforce planning and best practice. • Experience in analysing management information to identify trends • Experience in managing large scale changes to workforce • Understands the full employee cycle	
Skills	• Have the personal presence, integrity, authority and business understanding to instill credibility. • Ability to contribute to or formulate strategic plans • Excellent written and verbal communication skills, including excellent presentation skills to engage audiences and deliver key messages. • Ability to problem solve and remove barriers	

	• Strong analytical skills in order to provide resolution to complex issues. • Ability to analyse complex data from various sources (quantitative and qualitative) to identify trends and make recommendations • High level skills-set in using MS Excel and Powerpoint • To work confidently with senior leaders, advising, challenging and influencing as necessary • Experience of developing staff experience through improving diversity and inclusion.	
Other	• Ability to work with unpredictable situations and pressure and to tight deadlines. • Able to respond to frequent unpredictable interruptions whilst remaining focused on key priorities. • Positive about new ways of dealing with situations and role modelling this to others • Responsiveness and positive	

	approach to change • Ability to accept uncertainty and adapt as necessary to get on with the job • Remain calm and focused under pressure • Integrity, respect for people, kind and supportive. • Ability to live the Trust values	
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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 & 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

The prevention and management of acquired infection is a key priority for the Trust. Any breach of infection control policies is a serious matter which may result in disciplinary action. 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 staff;

- 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. Failure to do so may result in action being taken in accordance with the Trust's Disciplinary Procedure.

- **Confidentiality and Security** - Your attention is drawn to the confidential and sensitive 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** - The unauthorised use or disclosure of information relating to the Trust's activities or affairs, the treatment of patients or the personal details of an employee, will normally be considered a serious disciplinary offence which could result in dismissal. 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. Unauthorised disclosure of any of this information may be deemed as a criminal offence. If you are found to have permitted the unauthorised disclosure of any such information, you and the Trust may face 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 statutory and mandatory training as appropriate for the post; and
- 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;
- participate in the Trust's appraisal processes including identifying performance standards for the post, personal objective setting and the creation of a personal development plan in line with the KSF outline for the post.

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

The Shrewsbury and Telford Hospital NHS Trust aims to empower colleagues at all levels have the confidence, capability, passion, and knowledge, to test changes and make improvements at SaTH and in the communities we serve.

To support this, we have developed the SaTH Improvement Method, a structured approach to change that provides practical tools and techniques to help you understand what success looks like with clear aims, enables you to measure progress and plan meaningful improvements.

You won't be doing this alone. Whether you're new to improvement or already leading change, the Improvement Hub is here to guide you with expert advice, hands-on support, and a wide range of training opportunities to help you grow and thrive throughout your time at SaTH whilst making improvements in your area of work. Join us in shaping a culture of continuous improvement, where every colleague is supported to make a difference.

Equal opportunities and diversity

The Shrewsbury and Telford Hospital NHS Trust is an Equal Opportunities Employer, fully committed to fostering an inclusive workplace where all staff feel valued and able to thrive. We believe that a diverse workforce, reflective of our community, is essential for delivering the best patient care.

We will not discriminate against any job applicant or colleague based on any protected characteristic, including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, ethnic or national origin), religion or belief, sex, or sexual orientation. Selection for appointment, training, development, and promotion will be based purely on merit and the individual's ability to meet the role requirements.

As a post-holder, you have a personal responsibility to uphold the Trust's commitment to equality by treating all colleagues and patients with respect and dignity. You must actively support measures introduced to ensure equality of opportunity and will not discriminate, harass, or bully others, or condone such behaviour.

