

Integrated Care 24 (IC24)

Chief People Officer

Candidate Pack

October 2024



Welcome

Thank you for your interest in becoming our new Chief People Officer at Integrated Care 24 (IC24).

IC24 has a very proud 25+ year history of providing high quality primary integrated urgent care services. We have grown from a Kent GP co-operative to an NHS 111 and Integrated Urgent Care (IUC) service, meeting the needs of 6 million people in the south-east and east of England. As a result of an expansion in our footprint, IC24 will deliver integrated urgent care services in Gloucestershire from late 2024. We also provide an England-wide paediatric clinical assessment service in partnership with NHS England.

We are an independent, employee-owned social enterprise with the values of Innovation, Care, Excellence and Respect at our heart. Any surplus we make is reinvested to support improved patient experience. We were one of the first social enterprise in the UK to be awarded the prestigious Gold Mark status, which recognises excellence in a range of areas, such as governance and transparency. We are one of only five social enterprises in the UK to hold this award.

At IC24, we are dedicated to providing high-quality, integrated healthcare services to communities across the region. Our mission is to deliver accessible, patient-centred care that meets the diverse needs of our population. We pride ourselves on our commitment to innovation, collaboration, and excellence in all that we do. Central to achieving this mission is our commitment to fostering an inclusive and supportive workplace, where every colleague feels valued, respected, and empowered to contribute their best.

As our Chief People Officer, you will play a pivotal role on our Board in shaping the future of our organisation by driving our people strategy and ensuring that our organisational culture is one where inclusivity and excellence thrive. You will lead our efforts to attract, retain, and develop talented individuals who share our values, ensuring our staff feel a sense of belonging, and that they value the important role our social purpose plays in what we do. Through our colleague representative

body, Link 24, you will also ensure that our staff are heard across the Board.

As a member of the IC24 Group Board, you will also provide advice and guidance on people development initiatives for CLEO Systems, our growing commercial healthcare IT subsidiary, which has the aim of improving the effectiveness of the whole of the UK primary, secondary, urgent and emergency care sector.

We are looking for an authentic, values-led leader who is not only experienced and skilled in people management but also passionate about creating a positive and inclusive workplace culture. The ideal candidate will be someone who can inspire and motivate our teams, drive continuous improvement and ensure that IC24 is a great place to work.

We are encouraging of both experienced executive directors who bring relevant transferable leadership experience and who are keen to join an innovative social enterprise, as well as emerging talented leaders looking to step into their first Chief People Officer role. We are also open to industry background, although knowledge of patient- or customer-led environments is preferred. Whatever your background, you will share our passion for providing exceptional patient care and be excited about the opportunity to drive improvement in a complex, challenging, and highly rewarding setting.

If you feel inspired to join our organisation, then I would love to hear from you.



Dr Andrew Catto PhD FRCP
Chief Executive Officer

About us

IC24 delivers a range of integrated urgent and unscheduled care services, including GP-led out-of-hours and NHS 111. We are leaders in the sector, providing out-of-hours coverage and 24/7 NHS 111 coverage to over six million people, delivering nearly a million calls per year.

We generate an annual income of around £75million and operate in Kent, Brighton and Hove, East and West Sussex, Mid and South Essex, Norfolk and Waveney, and will soon be taking on Gloucester services. Our 1,200 people work with other healthcare partners to provide excellent care for patients.

IC24 also delivers primary medical care (GP) services in Sussex and urgent dental care in a joint venture with iDental.

As a social enterprise, we are a private, not for profit, provider of NHS services and a trusted member of the NHS family, working in partnership with statutory NHS providers and Integrated Care systems.

In addition, the IC24 Group has a wholly owned subsidiary, CLEO Systems Ltd, which is a leading provider of digital patient care solutions for use in the urgent care space. We have developed several exciting first of type software solutions that are being adopted not only in urgent care, but NHS secondary and mental health settings.

At IC24, our purpose is to provide responsive, safe, high-quality urgent healthcare at the right time, in the right place, supporting our patients to ensure they live their lives to the full.

Our Values



Innovation

Our people are made to be brave, and at IC24 we celebrate brave ideas and brave people. Innovation is at the heart of what we do. We develop our own clinical systems, which not only demonstrates innovation but value for money too.



Care

We're committed to providing the best possible care to our patients and our people. We believe in getting our patients the right care. For our people, we have a host of health and wellbeing initiatives to make sure they're supported in the workplace. This includes access to free counselling support.



Excellence

We strive to be the best in everything we do. We give our people access to a host of learning and development opportunities, because an investment in our people is an investment in patient care.



Respect

We recognise each other's differences and show consideration for one another and the environment we live in. We also recognise that civility improves our workplaces and helps toward our ambition of being a great place to work.

Job Description

Job title: Chief People Officer

Department: People Team

Reporting to: Chief Executive Officer

Reporting lines: Head of Recruitment, People Partners, Hub Manager

Job Purpose

People are at the heart of IC24. And engagement is equally as important, because we know that engaged colleagues deliver the best care to the people we serve; our patients. You will build on the success of our CEO-led engagement programme which includes a new Employee Alliance (our colleague staff council), our colleague representative body, Link24, and region-based Listening into Action sessions.

As the Chief People Officer (CPO) you will be a member of the IC24 Group Board, and lead our work to ensure we retain, attract and enthuse people who share our values of Respect, Innovation, Care and Excellence. You will have responsibility for ensuring we are a great and inclusive place to work, with a positive culture of organisational development and support that enables people to fulfil their career aspirations as valued members of our team.

As a member of the Group Board, you will also advise on the people development of CLEO Systems, our wholly own digital subsidiary. This is an exciting aspect for a CPO with an interest in digital healthcare.

As a member of the Board, you will share responsibility for ensuring we have the right culture, strategy, and business plan to deliver our aims alongside sound quality, operational and financial delivery. You will also lead our work on the people aspects of our partnerships in the wider

health system and feel comfortable engaging with CPOs in the statutory NHS.

As CPO you are accountable for development, delivery, and monitoring of the people part of our strategy. Our current people strategy focusses on enabling the organisation to move employee experience from good to great; and increase our ability and capacity to attract and retain talented people. You will have a particular focus on the development of our people, through establishing new and existing career pathways.

In relation to organisational development, you will help the leadership team to build a positive work culture, lead the strategic workforce plan across our services, use data to inform the people strategy and will improve our business performance through focus on talent management and our exciting engagement programme, all underpinned by demonstrably effective policies and programmes for retention and recruitment. You will also support the Chair and CEO to develop the Board of Directors and Executive Team.

Operationally you will be responsible for the leadership and professional development of our people team, and for managing and developing the systems and processes that support our people.

Key responsibilities and accountabilities

Strategic

- Creation and execution of the People Strategy and subsequent people plan that are agile and flexible to deliver the changing needs of the business and enables the delivery of our vision, values, corporate strategy, and strategic objectives.
- Provide expert and strategic people advice to the Board, Chief Executive and Executive Directors on all People & Culture related matters.
- Partner with the Chair in leading the Remuneration Committee and the NED responsible for the Well Led Committee.

System Workforce Leadership

- Establishing key relationships with the wider health and social care system to enable the organisation to increase its influence on workforce discussions.

- Working with the wider health system on shared workforce challenges; creating key partnerships with trusts, other providers, and membership organisations.

People Management & Leadership

- Ensure management and leadership of all colleagues within the People Team is in line with IC24's values and policies and supports our values of creating a culture of continuous improvement.
- Develop a culture where our people feel valued and empowered to make decisions appropriate to their level, and where everyone is encouraged to make improvements to our services and deliver individual and team objectives.
- Ensure that all colleagues have objectives set, annual PDRs, development plans and that essential learning is completed, and to work with the wider executive team to create a strong sense of responsibility and accountability within the management teams.

People Team Operating Model

- Ensure the function operates effectively in our fast paced and complex business environment to optimise performance and resources.
- Manage the People Team budget and identify opportunities that builds future talent priorities.
- You will have skills in selecting and implementing HR information systems and lead the change management process.

Employee Experience

- Create a 'people first' culture; where our people feel heard, that the role they play is important, contribution is celebrated and connected to the organisation.
- Work with colleagues in Technology and CLEO Systems to engage people in our digital solutions and change ways of working which benefit individuals and the organisation creating more efficient and effective ways of working.
- Further develop our culture with colleague wellbeing at the heart of everything we do. Demonstrate this through our leadership, values, learning and development opportunities, as well as improving job satisfaction and the overall employee experience.

Equality, Diversity, and Inclusion

- To commit to an inclusive culture; one where whoever you are, wherever you are from, you belong at IC24. Celebrate difference and diversity of thinking, and in turn increase innovation and generation of ideas.
- Support the organisation to build ED&I capability in leaders and managers to create a culture of inclusiveness and belonging, where people feel safe to speak up and act as allies for others.
- Ensure that inclusion, diversity, and equality legislation is effectively integrated into our people and organisation practices.

Business Partnering

- Establish a people senior leadership team comprising the people business partners and other departmental people heads, leading it to provide and both strategic and operational people and employee relations advice to keep the organisation safe and challenge business colleagues to do the right thing.
- Partner with the business to plan and executive change initiatives to enable us to remain competitive. Ensure a people focussed approach for co-creation and collaboration for change and enable the organisation to remain focussed on delivery during change.

Organisational Development

- Lead the team to contribute to the development of our organisation through appropriate learning and OD interventions that encourage individual, team and organisation growth and innovation.
- Lead the organisational Talent Management programme annual cycle to identify, develop and plan for top talent to succeed current leaders.

Recruitment

- Continue to differentiate our EVP, taking our employer brand further forward to attract and retain talent given the unprecedented market competition.
- Continue to evolve to deliver a candidate focussed recruitment journey which will engage our future workforce, and identify new ideas and technologies that will continue to improve the speed and quality of recruitment particularly in high volume roles.

- Understanding our external labour markets and leading the team to improve our approach to strategic workforce planning and our partnerships with Workforce Planning to enable us to determine organisational capacity and capacity gaps.

People Hub

- Deliver business focussed people processes for the employment life cycle that are seamless, efficient, and effective.
- Work with the business to ensure compliance is in place for all colleagues to ensure our CQC ready everyday approach.
- Partnering with people systems, payroll and workforce planning teams to develop processes and systems which improve efficiency and effectiveness.

Systems & Data

- Production of strategic HR data providing insight on what this data tells us about our people which can then be translated into actionable insights.
- Anticipate and address the impact of emerging technology on the organisation's operations and workforce. Planning with the business, alongside colleagues in Learning & Experience and Recruitment, for when these capabilities will need to be developed or brought into the organisation.

- Leading people system integration to ensure our systems work to deliver services that improve the candidate and employee experience and to improve automation and movement of data between departments.

- Ensure that all statutory and non-statutory requirements are fulfilled.

Reward

- Ensuring a clear and consistent reward and benefits approach, which is understood and valued by colleagues and supports a high-performance culture.
- Develop a fair, transparent, and cost-effective and affordable reward strategy that increases attraction and retention of colleagues.

Other Duties

- Carry out any function of a Board member as is required to enable the company to deliver safe, effective and efficient patient focused services.
- Any other additional functions as required from the role and as delegated from time to time by the Chief Executive Officer.





Person Specification

Knowledge, Experience and Qualifications

Essential

- CIPD Qualified, with experience of leading a complex people or HR function at senior management level (at or immediately below Director level).
- Experience of designing and delivering ambitious people strategies that are aligned to the organisation's overall strategy and values.
- Excellent knowledge of organisational development, including experience of driving cultural change programmes so that colleagues feel truly valued for the work that they do and that their future is invested in.
- A strong track record of building positive, trusted relationships with Executive and Board-level colleagues, as well as a clear understanding of good board governance.
- Experience of developing meaningful equity, diversity and inclusion strategies, including an understanding of how to build a strong sense of belonging within an organisation.

Desirable

- Experience of delivering a HR function within health and/or contact centre environments.

Skills and Abilities

- Able to contribute as Executive and Board Director to all parts of organisational decision making including outside of own sphere of expertise.
- The ability to lead and motivate people and create a values-based culture.
- Confidence in presenting operational and strategic issues to internal and external stakeholders.
- An ability to recognise the dynamics and benefits of being an employee-owned business.

Style and Behaviours

- Role models good behaviours and inspires those around them behind a common vision and goal
- Strong communicator with high degrees of emotional intelligence and ability to adjust style
- Not afraid to challenge and offer comment outside of HR matters.
- A flexible and adaptable approach with a willingness to respond to urgent needs outside of normal hours.
- Demonstrates the highest levels of honesty and integrity in all matters.
- A respected and credible business partner who focusses on finding solutions for challenging problems.
- Alignment with our organisational values.

Terms of Appointment

Contract: Permanent, full-time.

Salary: £95,000-110,000 per annum, depending on experience.

Location: The main place of work is in our Head Office in Ashford, Kent. We operate a hybrid working model and the successful applicant will be required to spend circa two days a week at head office dependant on need.

Pension: We operate the NHS Pension Scheme, which all employees are eligible to join.

Annual leave: 40 days (including bank holidays).

Additional: All staff are provided free access to our employee benefits platform – Heartbeat.

Diversity at IC24

We strive to reflect our diverse communities with the people we recruit. Whoever you are, whatever you believe, wherever you come from, you are made to belong at IC24. Through our Colleague Resource Groups, we're creating a culture where everyone is included and has a sense of belonging. #MadeToBelong.

Meet our Colleague Resource Groups:



ENVIRONMENT

IC24 is a major not for profit Social Enterprise company currently providing innovative primary care services designed to deliver quality and affordability. IC24 is solutions-focused, providing a comprehensive portfolio of services aimed at improving access and reducing the demand on secondary care services by helping to avoid unnecessary admissions and facilitating early discharge.

Going forward, the company is committed to supporting and enabling better integration between health and social care and more effective alliances between partners from different sectors as essential to delivering seamless services. IC24 has considerable experience of working in complex, demographically challenged environments and the Board is keen for the organisation to be proactive in improving standards of care and patient safety, while delivering value for money too in the health economies in which it operates. Critical to this is building strong professional relationships and alliances with third parties; working with them in a way that maximises the benefits of their involvement.

We are proud of our status as an NHS primary care social enterprise, and how we deliver social value to the communities we serve and contribute to the wider NHS plans to deliver carbon 'Net Zero' and sustainability. To find out more on this and to view our Social Impact Report, please visit our website.

HEALTH AND SAFETY

The post holder will be required to comply with the duties placed on employees of IC24 as set out in the Health and Safety at Work Policy and related procedures. The post holder has a legal obligation to make positive efforts to maintain their own personal safety and that of others by taking reasonable care, carrying out requirements of the law and following recognised codes of practice.

All Colleagues

You have a duty to take care of your own health and safety and that of others who may be affected by your actions at work. You must cooperate with managers and other colleagues to help everyone meet their legal requirements under health and safety law, and not to interfere with or misuse

anything that's been provided for your health, safety, or welfare.

Managers

You must ensure you know and understand your responsibilities as defined in our health & safety policies and associated guidance documents. You must identify and assess any risks to people, property, or the environment and ensure all colleagues you have responsibility for, are aware of all our health and safety policies, understand issues arising from risk assessments, site inspections etc. and deal with any associated concerns. You must ensure that all accidents or incidents involving colleagues within your responsibility, are properly reported, and investigated and that regular inspections are undertaken and recorded to eliminate potential hazards and minimise risks.

Directors

You must ensure that all colleagues and teams within your region and/or department(s), effectively manage health and safety in line with all our health & safety policies and guidance documents.

EQUALITY AND DIVERSITY

IC24 has a Diversity and Inclusion Policy to ensure that no job applicant or employee is discriminated against either directly or indirectly on the grounds of disability, marital status, sex, race, colour, nationality, ethnic or national origin, sexual orientation, age, religion or political opinion, whilst attracting talented recruits and retaining experienced employees.

IC24 is committed to promoting equal opportunities and diversity and will keep under review its policies, procedures and practices to ensure that, in addition, all users of its services are treated according to their needs.

INFORMATION GOVERNANCE

Information is vitally important for the safe clinical management of patient care and the efficient administration of services and resources, including our workforce. Information Governance is a framework to enable IC24 to handle personal and corporate information appropriately.

It is the responsibility of our entire workforce, regardless of employment status, to ensure they abide by the requirements of Information Governance as set out in the Data Security & Protection Policy.

SAFEGUARDING CHILDREN AND VULNERABLE ADULTS

IC24 is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults. All colleagues and volunteers are therefore expected to behave in such a way that supports this commitment. You will be responsible for safeguarding the interests of children and adults who you come into contact during your work. To fulfil these duties, you will be required to attend training and development to recognise the signs and symptoms of abuse or individuals at risk, to follow local and national policy relating to safeguarding practice and to report and act on concerns you may have appropriately.

DISCLOSURE AND BARRING SERVICE CHECKS

IC24 will require a DBS check for appropriate roles which is a mandatory requirement and a condition of the employment offer.

All posts are assessed on their eligibility for the post holder to be required to undertake a DBS check. For posts that have been assessed as exempt from the provisions of the Rehabilitation of Offenders Act 1974, IC24 will require the post holder to undertake an enhanced DBS check with barred list checks. For posts that have been assessed as being in a position of trust, IC24 will require the post holder to undertake a basic DBS check.

This post has been assessed as requiring a basic DBS check.

REHABILITATION OF OFFENDERS ACT 1974

Some posts have been assessed as being exempt from the provisions of the Rehabilitation of Offenders Act 1974 and in these cases IC24 will require the post holder to disclose all convictions, whether spent or unspent.

This post has been assessed as not being exempt from the provisions of the Rehabilitation of

Offenders Act 1974; therefore, the post holder is not required to disclose any spent convictions.

PERFORMANCE AND DEVELOPMENT REVIEW

This job description will be used as a basis for conducting an individual Performance and Development Review between the post holder and the manager.

VARIATIONS

This job description describes the main purpose and key responsibilities and accountabilities of the post. The post holder may be required to undertake any additional duties or responsibilities as may reasonably be required.

This job description is a guide to the nature and main duties of the post as they currently exist, but it is not intended as a wholly comprehensive or permanent schedule and it is not part of the contract of employment.

To reflect changing needs and priorities, some elements of this post may be subject to change and where required, any appropriate communication or consultation with the post holder will be undertaken prior to making any changes.

How to apply

Tall Roots is acting as an employment agency partner to IC24. Applications should be made online at <https://www.tallroots.co.uk/ic24-cpo> and include:

- a CV.
- Covering letter (no more than two pages), explaining your motivation for applying for the role, along with how you meet the Knowledge & Experience section of the Person Specification.

The closing date for applications is **Friday 22nd November.**

Preliminary interviews with Tall Roots will be held virtually during **w/c 2nd December.**

Final interviews will be held in-person at IC24's Offices in Ashford, Kent during **w/c 6th January 2025.**

Shortlisted candidates will also be invited to meet with a selection of internal stakeholders virtually during prior to final interviews.

If you have any questions relating to the role or the process, or would like any adjustments made to accommodate your needs, please contact Natalie Sanders or Mark Crowley at Tall Roots by email at natalie.sanders@tallroots.co.uk or mark.crowley@tallroots.co.uk.





Tall Roots



Tall Roots Search
Recruiting exceptional leaders for inspiring organisations
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