



**Birmingham and Solihull  
Mental Health**  
NHS Foundation Trust



# Associate Director of People, Learning and Development

Candidate information pack

January 2025



# About us

**Birmingham and Solihull Mental Health NHS Foundation Trust provides a comprehensive mental healthcare service for residents of Birmingham and Solihull, and a range of specialist mental health services to communities across the West Midlands and beyond.**

A wide range of local and regional services and partnerships covering inpatient, community and specialist mental healthcare make it one of the most innovative and complex mental health foundation trusts in the country.

The Trust operates out of more than 40 sites, serves a culturally and socially diverse population of 1.3 million spread over 172 square miles, has an income of more than £627 million and a dedicated workforce of around 4,000 staff.

To ensure people with mental health problems receive swift and appropriate treatment and support, it is important that the Trust provides services that are in tune with the needs of our diverse communities.

We therefore place great importance on making sure that the views of service users and their carers, families and their communities are central to everything we do, so that we better understand their different needs and provide services that are responsive.

Our Trust also has its own charity, Caring Minds, which directly raises money for the service users, carers and staff of the Trust. Caring Minds helps to provide the extras that normal NHS funding does not provide, such as equipment, specialised furniture, research and events.



# About the area

**Birmingham and Solihull offer an exciting and rewarding backdrop for a mental health professional looking to make a real impact.**

As the UK's second-largest city, Birmingham is a thriving hub of culture, diversity, and innovation. It's home to a vibrant arts scene, world-class restaurants, and excellent shopping, with a growing reputation as a leading centre for healthcare and research. The city's rich industrial history is being reshaped into a modern, forward-thinking metropolis with strong transport links, including the soon-to-arrive HS2 rail line, further enhancing connectivity.

Just a short distance away, Solihull offers a more tranquil and family-friendly atmosphere, with picturesque parks, excellent schools, and a high quality of life. Together, Birmingham and Solihull provide the perfect balance of urban excitement and suburban calm, offering residents a range of lifestyle choices while remaining well-connected to the broader region.

For a mental health professional, this area offers the opportunity to work within Birmingham and Solihull Mental Health NHS Foundation Trust (BSMHFT), an organisation at the forefront of providing high-quality, compassionate care. The Trust is committed to the well-being of its staff and service users, fostering a culture of continuous improvement, learning, and innovation.

As Associate Director of People, Learning, and Development, you will have the chance to play a key role in shaping the future of mental health services and workforce development. It's a unique opportunity to drive positive change within a progressive organisation, set against the backdrop of a region that offers both professional challenge and personal fulfilment.

Whether you're drawn to Birmingham's dynamic urban energy or Solihull's peaceful charm, this is a role that allows you to make a tangible difference.



# Our strategy

Our Trust strategy, launched in April 2021, sets out our direction of travel, ambitions and priorities to 2026. It has been co-produced with our staff, our service users, families and carers and our partners to make sure we truly have a common vision and shared values for the future.

## Clinical services

- Demand for our services is high and our staffing levels don't meet this.
- Our care needs to be truly tailored to service users' needs, whether they are medical, social or emotional.
- We need more joined up working across our services – both in planning and delivery of care.
- We can't work on our own – we need effective pathways with GPs, third sector, social care etc.
- We should focus on clinical effectiveness and how we know our service users are getting better.
- A recovery approach should be taken throughout the service-user journey.

## Sustainability

- We need to take a more focussed approach to making savings.
- Our buildings should be fit for purpose.
- Can we have more IT solutions to enable different ways of doing things?
- Closer working with commissioners and partners to improve pathways.
- A greater emphasis on the environment.

## People

- An inclusive and compassionate work environment is essential.
- We need solutions to our workforce gaps and supply issues.
- Improve retention through a positive staff experience.
- We need to be able to tackle behaviours not in line with our values.
- More flexibility, career development and progression opportunities are needed.
- How can we work better as effective teams?

## Quality

- We need to be better at giving feedback on things that we do well.
- Service user co-production needs to be through all processes and activities.
- We shouldn't make staff feel they have done something wrong if there is a serious incident.
- Let's encourage staff to share ideas and empower them to become involved in change.
- The Quality Improvement approach is good and needs to be embedded in everything we do.



# Vision and values

## Our Vision

Our vision describes what we want to achieve – our aspiration for the future. Our vision is at the heart of everything we do and every decision that we make. Our vision is simple:

### Improving mental health well-being

- We believe we will need to work in four key ways to achieve this vision, and so these are themes running through our five-year strategy:

### Driving change

- Leading the way and encouraging collaboration across systems to develop joined up, integrated mental health services for our population.

### Continuous improvement

- Continually seeking to question, improve, learn and innovate through our practices, our research and our developments.

### Working together

- Co-producing our strategies and plans with our people, our partners and our service users, families and carers.

### Reducing inequalities

- Working in a way that tackles discrimination, addresses stigma, and encourages equality for all.

## Our Values

Our values are our guide to how we treat ourselves, one another, our service users, families and carers, and our partners. Our values describe our core ethics and principles. They help guide our culture by inspiring people's best efforts and constraining unwanted actions that do not align with our values.

Our values were developed by listening to feedback about what people wanted to see and experience when working for us, with us or accessing our services.

Our values are underpinned by our everyday and detailed behaviours, that describe what our values look like in practice. They give us a shared language to help bridge the wide range of specialties and roles in our Trust. You can read more about our values and what they mean on page 10 of our [Trust Five Year Strategy](#).

 **compassionate**

 **inclusive**

 **committed**

# Job description

<b>Job Title:</b>	Associate Director of People, Learning and Development
<b>Band</b>	8D
<b>Reporting to:</b>	Executive Director – Strategy, People & Partnerships
<b>Accountable to:</b>	Executive Director – Strategy, People & Partnerships
<b>Location:</b>	Trust HQ

## Job Purpose

The post holder will lead, manage and be accountable for the performance, development and implementation of current, progressive HR practice, learning and development approaches in line with the Trust's strategy.

The post holder will provide professional expertise, advice, guidance and direct assistance to the executive team and wider operational team across all facets of HR, employment legislation and managing complex transformational cultural and workforce change programmes.

The post holder will strategically lead the delivery of a diverse and inclusive workplace and culture, an approach to health and well-being that improves employee health and experience.

In addition, this role will be responsible for strategic workforce planning, recruitment and resourcing ensuring a proactive approach is taken to transform our workforce in line with the four strands of the Trust's Strategy (People, Quality, Clinical and Sustainability) and build our employer reputation and brand to attract and retain a skilled and diverse workforce.

## Job Summary

An expert in their field, the Associate Director of People, Learning and Development is a senior management and professional leadership role at the Trust, sharing corporate responsibility for strategic workforce planning, corporate people policy-making and the delivery of Trust's People and Learning objectives, as well as the promotion of its stated values, both as a behavioural exemplar and a cultural champion-very much helping to lead and create a just culture.

While providing technical and professional advice to the Board both strategically and in relation to the Board's responsibilities as an employer of choice.

The post holder will hold corporate responsibility for communicating and embedding significant policy changes that impact service delivery and will need a high degree of understanding around change management and culture change, in circumstances which are complicated and may have several conflicting components. They will be required to make judgements based on circumstances with unique characteristics which have no obvious solution.

The post holder will ensure that the Trust has an appropriate, well-motivated, highly skilled and high-performing workforce. The post holder will also lead transformation of the workforce associated functions to deliver the Trust's objectives and develop the organisation to instil a culture of clinical, professional and managerial expertise, with sensitivity to individual needs, in line with the Trust's vision, values and associated behaviours-ensuring our values are lived and inclusion is also championed.

The Associate Director of People, Learning and Development will be responsible for oversight of all aspects of the Trust's development and training activities, including other staff development programmes and essential/mandatory training of staff.

They work with the Associate Director of Organisational Development and Equality Diversity & Inclusion in providing programmes which are designed to support both compassionate leadership and the creation of a working environment of psychological safety. Additionally all other staff development programmes as well as essential/ mandatory training arrangements, plus working with the Associate Directors of Clinical and Nursing, ensuring they provide the education and training programmes required for nursing, medical and clinical professional staff. The post holder will hold responsibility for all transactional HR and HR legal duties, statutory procedures and processes, and those set under constitution of an NHS Foundation Trust. They will advise the Executive and Board to keep the Trust safe whilst supporting solutions, innovation and new practice developments.

The post holder will represent the Trust's interests at local education and training provisions. The post holder will lead the Human Resources function inside the Trust, ensuring that it serves the needs of clinical and non-clinical departments across the Trust and works in partnership with staff and staff representatives.

The post holder will deputise for the executive director on request and will also join on call rota.

## Key Communications and Working Relationships

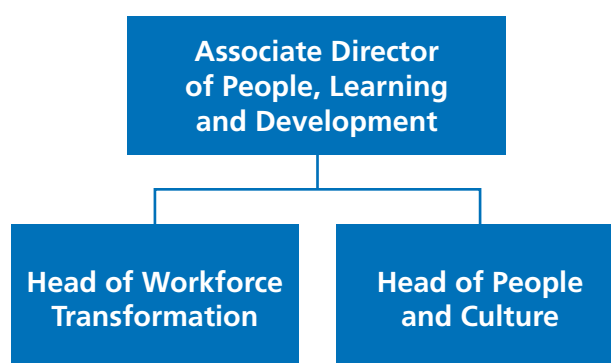
### Internal

- Directors (Trust Board level & others)
- Associate Directors of Operations, Clinical Directors, Heads of Profession Managers/ Service
- Senior Managers (professional & other)
- Clinical Staff including Consultant Medical Staff
- Human Resource team
- Learning and Development team
- Heads of Departments including corporate functions
- Finance team
- Support Services
- Client Representatives/Groups
- Legal team
- Trades union partners, including regional officers.
- OD & EDI team

### External

- Provider Trusts
- NHSE
- ICB
- Provider Collaboratives
- Local Authorities
- CFSE
- Professional & Service networks
- HR/ Deputy Director network

## Organisational Chart



## Principle Duties and Responsibilities

### Strategy, Policy & Partnerships

- Interpret and anticipate national, regional and local health policy to ensure the Trust's strategic plan supports effective recruitment, retention, leadership and management of staff.
- Ensure all workforce and organisational effectiveness strategies and plans support the Trust's mission and delivery of the Trust's strategic objectives, and are properly integrated into wider corporate and divisional planning.
- Work in partnership with other senior managers and change leaders across the Trust to interpret and develop policy and share learning, best practice and drive continuous improvement and promotion of the Trust's Values of – Fairness, Compassion, Openness, Honesty, Commitment, and Dignity & Respect.
- Be responsible for managing highly complex change and transformation in a changing NHS system and have the skills to navigate through a political environment, and work across multiple stakeholders.
- Utilise a high degree of influential skill and personal resilience in managing reactions to change, as will be faced with challenging traditional ways of working and communicating multi-faceted drivers for change in an antagonistic environment where highly contentious, strong opposing views present barriers to acceptance .
- Develop and embed progressive, fair, engaging and inclusive policies and procedures, appropriate to the needs of the organisation, consistent with the Trust's values and compliant with legislative and regulatory requirements, ensuring that the Trust operates fair and responsible employee relations which support effective and efficient management of staff, trade unions and leadership executives.
- Provide professional leadership for the Trust, ensuring that there is an ambitious, highly visible, actively managed programme of organisational capability development initiatives in train, designed to shape the organisational culture in support of the Trust's mission, values and commitment to putting patients first and striving for best in class clinical services.
- Work closely with other executive directors and divisional leaders to introduce new, flexible roles and ways of working, putting workforce redesign and technology enablement at the heart of service transformation.
- Enhance devolved leadership at every level of the Trust, through development and delivery of high quality development programmes, and provision of advice and support to line managers, in support of positive culture change and innovation – via account managers, centres of excellence, and HR systems.
- Work with the Finance Director regarding asset ownership of HR systems.
- Develop the reward and recognition framework to incentivise appropriate behaviours and high performance throughout the Trust.
- Working in partnership with staff and staff representatives, lead the Trust's approach to securing value for money and best practice through optimising the terms and conditions of staff.
- Develop and implement plans to nurture and develop clinical and managerial talent for future leadership roles.
- Implement a formal succession planning framework for critical posts in the Trust to maintain service continuity and effective leadership.
- Work with the communications team to ensure that the Trust has a well informed and highly engaged workforce. Ensure external Trust brand marketing is focussed and impactful – to attract the best, skilled and highly motivated employees, in all external communications and advertising – as an employer of choice regionally and nationally.
- Work with leading local NHS organisations – including Birmingham University Hospital, Birmingham Women's & Children's Hospital in progressive partnership to innovate HR and Organisational Learning & Development to promote practice to organisational capability best practice and enhance the employee experience and organisational culture positively.



### Organisational Learning & Development

- Lead the development and implementation of the Trust learning and development to develop our position as an employer of choice who invests in staff, is an exemplar of continuous professional development.
- Ensure that the strategy exploits all opportunities for innovation in the delivery of effective and efficient education, training and development.
- Work closely with universities and colleges, the Deanery, the Director of Nursing and the Medical Director in leadership of the training and development of clinical professional staff.

### Workforce Planning and Performance

- Develop and implement a workforce planning strategy, underpinned by an annual planning process that is integral to the Trust's annual plan, ensuring the organisation has an appropriately skilled and experienced workforce at all levels.
- Develop and implement proactive recruitment and retention plans, which ensure that the Trust has the right numbers of appropriately qualified and trained staff for both the short and long term.
- Lead on the development, implementation and monitoring of key performance indicators and provide workforce information to the Trust Board and managers to facilitate improved individual and organisational performance.
- Ensure there is a clear and transparent framework in place for appraisal, regular one-to-one reviews and performance management of individuals, supporting delivery of the Trust's workforce objectives, and that line managers are trained to use it robustly and held accountable for people management and performance at local level.

### Employee Relations

- Develop and promote productive partnership working with staff, trade unions and staff governors, involving them in strategic and operational planning.
- Work cooperatively with trade unions and professional bodies to enable the Trust to deliver its business objectives.
- Use national and local surveys and other methods to understand staff views and develop and implement plans to improve staff satisfaction.

### Human Resources and L&D functions

- Provide professional leadership, vision and direction for the human resources function and provide high quality, innovative and consistent operational services to meet the needs of clinical and non-clinical departments across the Trust.
- Develop the capacity and capability across all aspects of the HR and L&D functions to ensure a fit for purpose team.
- Develop a trust-wide workforce strategy in line with the Trust five-year strategic plan.
- Ensure strategic business partners mirror this approach within divisions.
- Work with West Midlands partners to review capacity for shared transactional services.
- Deliver year-on-year efficiency improvements within own areas of budgetary responsibility.
- Provide advice and support to the Chair, Chief Executive and other executive directors as required on specific senior employee relations or other workforce issues.
- Working with the Board, executives, remuneration committee, people committee, ICB boards to manage highly complex and sensitive HR developments.
- To manage high level risk – including the people risk log and the board assurance framework, communicating risk and working across multiple stakeholders to mitigate risk.
- To manage external communications that impact the Trust's reputation.
- To work within environments where staff, stakeholders or executives may react to data or information and be able to manage individual and group dynamics to create conducive working environments.
- To support people to have honest and transparent conversations; this may involve challenging others' misperceptions, helping people move away from action linked to organisational history, dealing with people's emotional reactions, and challenging traditional ways of working.
- Creating a psychologically safe environment for people to work on highly complex matters.

### Systems & Informatics

- Ensure all HR and L&D systems (e.g. ESR, OLM, e-Learning, e-Rostering, BI etc.) are fit for purpose, enabling automation where possible, enhancing MI across the trust including the provision of insightful, accurate and timely reporting.
- Use data, information and intelligence to help challenge the organisation at the most senior level so that real quality improvements are made.
- Handling highly sensitive information, data and information in a way that minimising organisational risk while permit the ability to discuss sensitive areas openly and honestly across the right stakeholders at the right time.
- Ability to analyse data across domains – workforce, finance, clinical outcomes and quality and to draw hypotheses out as to why data trends are occurring; being able to present this highly complex information to diverse audiences to create healthy debate and challenge.

### Risk Management and Health & Safety

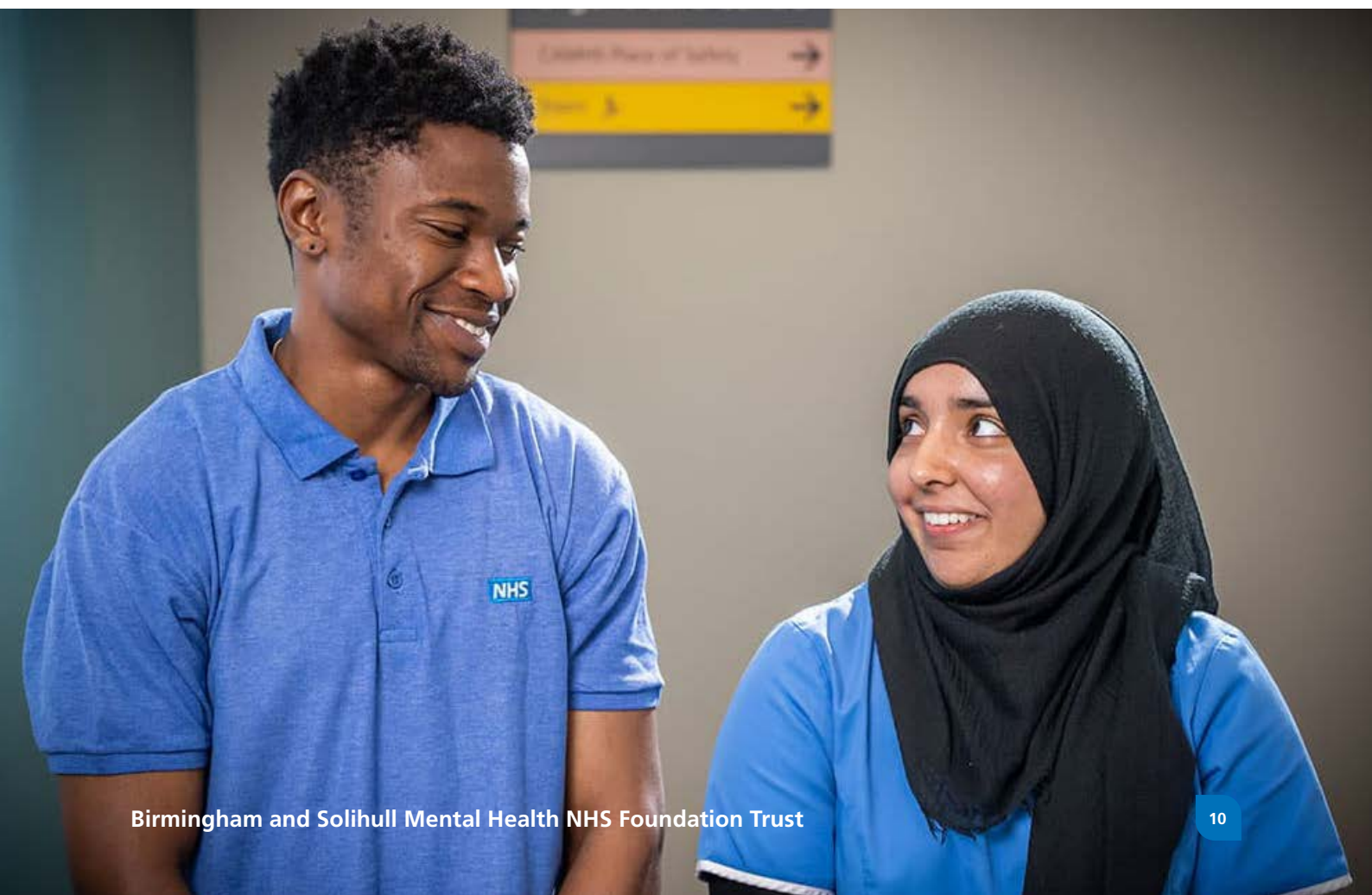
The post-holder will ensure compliance with the Trust's Risk Management policies and procedures; these describe the Trust's commitment to risk management, the recognition that our aim is to protect patients, employees and visitors from harm, and stress that all employees have a responsibility to minimise risk. The post-holder will be required to observe local Health & Safety arrangements and take reasonable care of him/herself and the persons that may be affected by his/her work.

### Safeguarding

All members of employees have a duty to safeguard and promote the welfare of vulnerable adults, children and young people in all relevant areas of their work. This will include any timely attendance at relevant training events and compliance with the Safeguarding Procedures.

### Training, Education and Development

All employees have a responsibility to participate in regular appraisal with their manager and to identify performance standards of the post. As part of the appraisal process every employee is responsible for participating in identifying his or her own training and development needs to meet their KSF outline.



### Research and Development

Research and development is at the heart of providing effective treatment and high quality services, supporting a culture of evidence based practice and innovation amongst employees. All employees have a duty to be aware of and comply with their responsibilities for research governance, whether as researchers, as part of the team caring for those participating in research or as research participants themselves.

### Control of Infection

All employees whether clinical or non-clinical are required to comply with the Health and Social Care Act 2008: Code of Practice for health and adult social care on the prevention and control of infections and related guidance.

Therefore the post-holder is expected to keep patients, visitors, themselves and other employees safe by continuously reducing the risk of healthcare associated infections.

As a manager the post holder is required to ensure that infection control responsibilities are clearly identified, allocated and understood within your team and that appropriate resource, training and support is provided to ensure that they are compliant with Trust policies and procedures on Infection Control and Hygiene.

As a manager, the post holder is required to ensure that employees are supported in attending the necessary training and on-going professional development to support their responsibilities and ensure full awareness of infection control and hygiene.

### Governance Standards

Comply with the relevant governance standards applicable to the Trust as communicated to the post holder from time to time.

### Records Management

Maintain Trust and patient records (both paper and electronic) in accordance with Trust policies to facilitate clinical care and effective administration.

### Freedom of Information

Provide advice and assistance to all persons who propose to make, or have made requests for information, and to ensure all requests for information are managed appropriately in accordance with Trust Freedom of Information procedures.

### Standards of Professional and Business Conduct

The post holder will be required to comply with the Trust's Standing Orders and Standing Financial Instructions, and at all times deal honestly with the Trust, with colleagues and all those who have dealings with the Trust, including patients, relatives and suppliers. The post holder will also be required to comply with the Code of Conduct for NHS Managers and/or the relevant professional Codes of Conduct.

### Data Protection

Comply with Trust policies and the Data Protection Act in all respects, with particular relevance to the protection and use of personal and patient information.

### Security

Comply with Trust policies to ensure there is a safe and secure environment that protects patients, employees and visitors and their property, and the physical assets and the information of the organisation.

### Smoking

The Trust operates a No Smoking policy.

### Mobility

This is a Trust-wide appointment and travel around the Trust may be required.

### Flexibility

BSMHFT is currently working in a climate of great change within the NHS. It is therefore expected that all employees will develop flexible working practices both within the Trust on a cross-directorate basis, and across trusts and other organisations to meet the challenges and opportunities of working within the new NHS, which could include taking on new and changing responsibilities, according to the needs of the directorate.

This job description is a reflection of the current position and a summary of the key tasks and may change in light of the developing organisation and in consultation with the post holder. It is the practice of the Trust to examine employees' job descriptions regularly and to update them to ensure that they relate to the job being performed or to incorporate whatever changes are being proposed.

This procedure is jointly conducted by each manager and those working directly to him or her. You will therefore be expected to participate fully in such discussions and in connection with them and to help re-write your job description to bring it up to date if this is considered necessary or desirable. The aim is to reach agreement on reasonable changes, but if agreement is not possible the Trust reserves the right to insist on changes to your job description after consultation with you. Work will be managed rather than supervised.

### Environment

BSMHFT is a major NHS Trust and we pride ourselves in the unique environment which exists for all employees. An environment where innovation is encouraged, hard work rewarded, and where our employees play an inclusive role in new developments.

### Health and Safety

Staff must ensure that they are familiar with the requirements of the Health and Safety at Work Act (1974), the Trust's Health & Safety policies/ codes of practice or regulations applicable to the work place.

**This job description is indicative only, and the post holder will continue to evolve as the Trust's priorities develop. It will therefore be revised in consultation with the post holder from time to time, and not less than annually. You may also be required to provide cover in other areas following appropriate discussion.**

# Person specification

Attributes	Essential requirements
<b>Training &amp; Qualifications</b>	<ul style="list-style-type: none"> <li>● Educated to a Master's degree, equivalent postgraduate qualification, or evidence of working at that level</li> <li>● Membership of Chartered Institute of Personnel and Development or equivalent</li> <li>● Evidence of on-going personal and professional development</li> <li>● Formal training or qualification in management and/or extensive leadership experience</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>● Working at Board level – to drive change agendas and deliver transformation</li> <li>● Experience of managing workforce issues arising from significant structural re-organisation or service delivery changes – centres of excellence coverings all services associated with HR, OL&amp;D service delivery – through automation, process improvement/streamlining – in line with best benchmarked practice</li> <li>● Experience of workforce planning in an environment of comparable complexity</li> <li>● Experience of leading the Human Resources and Organisational Learning &amp; Development functions and developing and implementing sound workforce, organisational capability and employee relations strategies, policies and procedures</li> <li>● Experience of budgetary and financial management</li> <li>● Experience of working across professional and organisational boundaries, and in partnership with a wide range of key stakeholders</li> <li>● Successful track record in a senior Human Resources/L&amp;D role in a consumer services provider operating in a complex environment/sector</li> <li>● Formulating and implementing successful workforce and organisational development strategies</li> <li>● Evidence of success in implementing organisational and HR transformational change within a large and complex organisation, including service and workforce redesign in the public or commercial sector</li> </ul>



<b>Skills/ Knowledge</b>	<ul style="list-style-type: none"> <li>● Demonstrable achievement in delivery of corporate objectives and performance improvement in a devolved management structure</li> <li>● Consultation, negotiation and influencing different stakeholders, including staff and staff</li> <li>● Working with higher or further education institutions</li> <li>● Managing services or departments within the NHS</li> <li>● Working in an NHS Foundation Trust, transforming culture and organisational effectiveness</li> <li>● Leading the workforce and organisational development agenda outside the NHS representatives</li> <li>● Building personal and professional credibility with Board, management teams and staff</li> <li>● Partnering with leading institutions to drive best practice and professional innovation in the area of enhancing organisational capability, employee experience and cultural excellence</li> <li>● Broad understanding of the current NHS policy context, financial regime and workforce and training issues and of NHS working practices</li> <li>● Highly developed leadership, negotiation and influencing skills with the ability to motivate, challenge and engage individuals and teams</li> <li>● Proven ability to analyse, interpret and present complex data and build business cases supported by clear evidence</li> <li>● Knowledge of diversity, inclusion and equality agenda, and appreciation of proactive approach to diversity on patient care</li> </ul>
<b>Personal Qualities</b>	<ul style="list-style-type: none"> <li>● Ability to communicate directly to individuals at all levels both within the Trust and across partner organisations</li> <li>● 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</li> <li>● Ability to develop effective working relationships with key partners and influence a wide range of internal and external stakeholders to bring about positive change</li> <li>● Ability to contribute to effective Board working and organisation, monitor compliance with risk management, legal, ethical, clinical, social and environmental requirements</li> </ul>

# How to apply

The closing date for applications is **12 February 2025**.

Applications should be made by submitting a full and up-to-date CV, with a covering letter of no more than two sides of A4. Your supporting statement should give evidence of how you meet the requirements of the person specification relating to the role.

Along with your application, please include:

- Contact details for up to four referees (who will not be contacted without your permission)
- A contact email address and telephone number
- Information on current salary and notice period
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Person Monitoring Form**.

All applications should be sent to: **apply@hunter-healthcare.com**. All applications will be acknowledged.

For an informal conversation about the post, please contact Finn McNulty at our recruitment partners, Hunter Healthcare on 07966 006091 or **fmcnulty@hunter-healthcare.com**

## Key dates:

EVENT	DATE
<b>Application deadline</b>	12 February 2025
<b>Shortlisting</b>	14 February 2025
<b>Interviews</b>	w/c 24 February 2025





# Birmingham and Solihull Mental Health

NHS Foundation Trust



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