

St Andrew's Hospice

Director of People and Culture
Candidate Brief

St Andrew's Hospice



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Welcome from St Andrew's Hospice

Thank you for your interest in joining St Andrew's Hospice as our Director of People and Culture. This is a pivotal executive leadership opportunity within an organisation that has served our community for more than 45 years, providing compassionate specialist care and support to people living with life-limiting illnesses and those closest to them. Each year, our dedicated teams support hundreds of patients and families, enabled by more than 170 staff and over 400 volunteers.

As healthcare needs continue to evolve, we recognise that our people are our greatest strength.

We are seeking an inspiring, values-led leader to shape the future of our workforce, culture and organisational development, ensuring St Andrew's remains a place where talented people thrive and exceptional care flourishes.

Our five-year strategy, launched in 2024, is guided by a vision of:

"A community where people can openly discuss death and dying; making each day count; and die with dignity and respect, in the place they choose, knowing their loved ones are supported."

To achieve this vision, we are focused on three key priorities:

Extending our influence as a leader in palliative and end-of-life care.
Developing and enhancing services to meet growing community needs.
Working alongside our communities to build understanding, compassion and support.

Delivering these ambitions requires a motivated, engaged and capable workforce. As a member of the Executive Leadership Team, you will lead our people strategy, helping to build leadership capability, organisational resilience and a high-performing, inclusive culture aligned to our values.

As an independent hospice, we have the agility to innovate and respond creatively to the needs of those we serve. Our success is built on the dedication, professionalism and compassion of our staff and volunteers, supported by strong partnerships across health, care and voluntary sectors.

This role offers a unique opportunity to influence both our people and culture agenda and the wider strategic direction of the hospice. Working closely with the Chief Executive, Board of Trustees and senior leaders, you will help create an environment where colleagues feel valued, supported and empowered to make a meaningful difference every day.

We look forward to hearing how you can help shape the next chapter of St Andrew's Hospice.

Michelle Rollinson
Chief Executive Officer

Who we are

St Andrew's Hospice is a registered charity providing compassionate care and support for children, adults, their families and their professional carers, who are adjusting to life following the diagnosis of a life-limiting condition, throughout their illness, up to their death and into family bereavement support.

We have delivered palliative and end of life care for more than 45 years to people across North East Lincolnshire, and for nearly 25 years to children from the whole of Lincolnshire, Northern Lincolnshire, Hull, and the East Riding of Yorkshire.

We receive only about a fifth of our funding from the NHS, which means we depend on the generosity of our community to fund much of the care we provide for local people.

Our hospice care services are delivered both in the community and in our hospice buildings, under one roof, providing high quality, person-centred, holistic palliative care.

Our vision

Our vision is of a community where people can openly discuss death and dying; make each day count; and die with dignity and respect, in the place they choose, knowing their loved ones are supported.

Our mission

Our mission is to provide individualised, high-quality holistic care and support, advocating for personal choice, for those affected by a life-limiting illness.

Our values

Care, compassion and respect for all.
Work together and value difference.
Be positive, proud and professional.
Innovate and strive for excellence.



As custodians, we strive to preserve and enhance the reputation and brand of St Andrew's Hospice for the future, ensuring we are always advocates for our values and purpose.

Our **organisation**

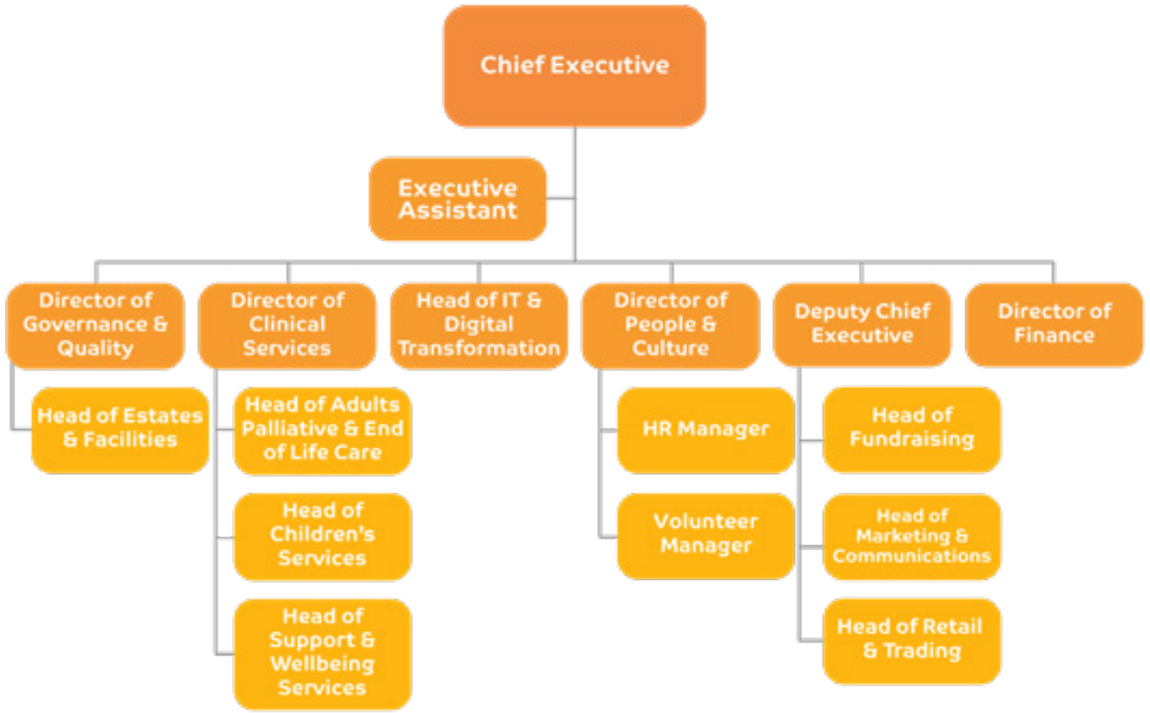
Board of Trustee Directors

Chair – Rachel Harvey

Board Members

Jane Bake, David Laing, Anne Spaight, Nigel Tranter, Chris Cooper, Nyasha Sigauke and Jonathan Beach.

St Andrew's Hospice – Leadership Team



Job **Summary**

St Andrew's Hospice is seeking an exceptional and values-driven Director of People and Culture to join the Executive Leadership Team at a pivotal time in the organisation's development. This is a strategically significant role with responsibility for shaping the culture, leadership, workforce and organisational capability that will underpin the successful delivery of the hospice's ambitious vision and long-term strategy.

As a trusted executive leader, the postholder will play a central role in driving organisational performance and sustainability through people. They will lead the development and delivery of a forward-thinking People and Culture Strategy that enables the hospice to attract, develop, engage and retain a highly skilled, diverse and motivated workforce and volunteer community, ensuring that our people remain at the heart of everything we do.

Working closely with the Chief Executive, Board of Trustees and Executive colleagues, the Director of People and Culture will provide expert strategic advice, influence decision-making at the highest level and lead organisational transformation initiatives that strengthen culture, capability and resilience. The role will champion a high-performing, inclusive and compassionate working environment, ensuring colleagues are empowered to deliver exceptional care whilst living the hospice's values every day.

The portfolio encompasses strategic leadership of workforce planning, organisational development, leadership and talent development, employee relations, wellbeing, equality, diversity and inclusion, reward, governance, volunteer engagement and cultural improvement. The postholder will also lead on workforce innovation and future workforce planning, ensuring the organisation can respond effectively to changing service demands, sector challenges and opportunities for growth.

The hospice is delivering an ambitious five-year strategy and, as the system lead for All Age Palliative and End of Life Care, is committed to extending its influence across communities, developing sustainable services and strengthening partnerships to improve outcomes for patients, families and carers. The successful candidate will play a vital role in enabling these strategic ambitions by ensuring the organisation has the leadership capability, workforce capacity and cultural foundations required for long-term success.

This is an outstanding opportunity for a highly accomplished senior people leader who combines strategic vision with operational excellence and who is passionate about creating cultures where people flourish, innovation thrives and organisational purpose is transformed into meaningful impact for the communities we serve.

In this role, you won't simply lead the people agenda; you will help shape the future direction, effectiveness and sustainability of the hospice itself.

Job details

Position:
Director of People & Culture

Salary Range:
£67,000 - £74,000 per annum (full-time equivalent)

Reporting to:
Chief Executive Officer

Location:
St Andrew's Hospice, Grimsby

Contract Type:
Permanent

Working Hours:
Full-time, 37.5 hours per week, typically Monday to Friday

Employment Information:
The Director of People & Culture will be employed by St Andrew's Hospice on the organisation's terms and conditions of employment. The hospice operates independently and is not bound by external pay and conditions frameworks. A comprehensive Employee Terms and Conditions Handbook is available upon request.

Start Date:
The successful candidate will be appointed as soon as possible following completion of the recruitment process and notice period arrangements.

Salary and Benefits:
- Competitive salary of £67,000 - £74,000 per annum
- Opportunity to join Blue Light Card for everyday discounts
- Generous pension scheme, with employer contributions of 10%
- Access to hospice Employee Assistance Programme
- Annual Leave entitlement starting at 33days (inc. bank holidays), rising to 36 days after 3 years' service and 40 days after 10 years' service.
- Salary Sacrifice Cycle to Work scheme
- Access to NHS vehicle lease scheme after qualifying period.

Closing Date for applications:
16th December 2026

Expected dates for interview:
Initial stage interview week commencing 4th January 2027
Second stage interview week Commencing 18th January 2027

Palliative and end of life care services in North East Lincolnshire

St Andrew's Hospice provides a range of different services, from inpatient beds (12 for adults and 4 for children and young people), children's Hospice at Home, wellbeing day services including physiotherapy, complementary therapies and wellbeing groups, music therapy, specialist lymphoedema services, and support, welfare and bereavement services.

The children's hospice is supported by our team of doctors and Paediatric Palliative Care Consultants from Martin House Children's Hospice, giving 24/7 advice and support and attending one-day-a-week in person at the hospice.



Job description

Role purpose

As a member of the Executive Leadership Team, the Director of People and Culture provides strategic leadership for workforce, organisational development, culture and people performance across St Andrew's Hospice.

The role is responsible for shaping a high-performing, values-led culture that enables the hospice to attract, develop and retain exceptional people. Through the development of a progressive people strategy, the Director will ensure the organisation has the workforce capacity, capability and leadership required to deliver its strategic ambitions and long-term sustainability.

The postholder will champion employee and volunteer engagement, wellbeing, inclusion and leadership development, ensuring that St Andrew's Hospice is recognised as an employer of choice and a place where people can thrive, develop and contribute meaningfully to outstanding patient and family care.





Key responsibilities

Executive leadership and organisational strategy

- Contribute to the strategic leadership, performance and governance of the hospice as a member of the Executive Leadership Team.
- Lead the development and delivery of the People and Culture Strategy, ensuring alignment with organisational priorities and future workforce requirements.
- Act as the executive lead for organisational culture, workforce transformation and employee engagement.
- Provide strategic advice and challenge to the Chief Executive, Board of Trustees and senior leaders on people, culture and organisational effectiveness.
- Promote a values-led culture that encourages accountability, collaboration, innovation and continuous improvement.

Workforce and organisational development

- Lead the development of a sustainable workforce strategy that supports organisational resilience and long-term success.
- Ensure the hospice has effective workforce planning, talent management and succession planning arrangements.
- Lead organisational development initiatives that strengthen leadership capability, employee experience and organisational performance.
- Oversee the development of learning, leadership and professional development frameworks that support future organisational needs.
- Support major organisational change programmes, ensuring people-centred approaches to transformation and service development.

Strategic partnerships and external influence

- Develop strong external relationships that support workforce development, learning opportunities and organisational reputation.
- Represent the hospice in relevant workforce, employment and sector forums.
- Monitor emerging workforce trends and advise the Executive Leadership Team on future opportunities and risks.
- Promote partnership working that strengthens workforce resilience and access to talent.

Culture, engagement and wellbeing

- Champion a positive, inclusive and high-performing organisational culture aligned to hospice values.
- Lead initiatives that improve employee engagement, wellbeing, inclusion and belonging.
- Ensure effective mechanisms exist to hear and respond to employee and volunteer feedback.
- Promote an environment in which individuals feel supported, valued and empowered to contribute their best.
- Strengthen the hospice's reputation as an employer of choice within the healthcare, charity and local employment markets.

Leadership, workforce governance and employee relations

- Provide executive oversight of workforce governance, employment practice and people-related risk.
- Ensure organisational compliance with employment legislation, workforce regulation and relevant standards.
- Lead the strategic approach to employee relations, workforce wellbeing and people performance.
- Support leaders and managers to develop confident and effective people management practices.
- Ensure robust workforce policies and frameworks underpin high-quality employment practice.

Leadership of people services

- Lead and develop the People and Culture function to provide high-quality, customer-focused services.
- Foster a culture of collaboration and continuous improvement across people, volunteer and learning functions.
- Develop leadership capability and management effectiveness throughout the organisation.
- Promote integrated ways of working that strengthen organisational effectiveness and service delivery.

Person specification

Essential experience

- Significant senior leadership experience in people management, organisational development or workforce transformation.
- Successful track record of leading culture change, engagement and organisational development programmes.
- Experience of operating at senior leadership or board level within a complex organisation.
- Experience of workforce planning, talent management and organisational change.
- Experience of influencing senior stakeholders and supporting strategic decision-making.
- Strong understanding of employment law, workforce governance and contemporary people practices.

Essential attributes

- Self-aware, values-led, authentic and visible leader.
- Strong strategic thinker with excellent organisational awareness.
- Credible and influential communicator able to build trust at all levels.
- Passionate advocate for employee wellbeing, engagement and development.
- Resilient, emotionally intelligent and comfortable leading change.
- Committed to creating an inclusive, high-performing culture.

Hospice values and culture

- Support and promote the multidisciplinary approach that underpins the delivery of hospice care.
- Recognise and champion the vital contribution of volunteers, fostering positive and collaborative working relationships.
- Act as an ambassador for the values, philosophy and principles of hospice and palliative care.
- Engage appropriately with the support and wellbeing resources available to maintain personal resilience and professional effectiveness.
- Contribute to the wider life of the hospice community, supporting activities that strengthen engagement, awareness and fundraising.



General responsibilities

- Maintain confidentiality and handle information in accordance with hospice policies, professional standards and legal requirements.
- Carry out duties in line with all relevant hospice policies, procedures and professional codes of conduct.
- Undertake other reasonable duties commensurate with the seniority and scope of the role.
- Take responsibility for ongoing professional development, actively seeking opportunities to enhance contribution and support the objectives of the hospice.
- Complete and maintain all mandatory training required for the role.
- Promote and uphold the hospice's commitment to equality, diversity and inclusion.
- Comply with all health, safety and wellbeing policies and procedures.



Local information

North East Lincolnshire is small but mighty.

Over 160,000 people live in a county of 192 square kilometres. Don't let that put you off – there's still plenty to attract people to the area.

House prices are low. There are countless opportunities across many different sectors. We have some of the best schools in the north of the country. And there's plenty to explore during your weekends too.

The towns of Grimsby and Cleethorpes lie on the South Bank of the Humber Estuary. Once famous for its fishing industry, Grimsby has carved a new identity in recent years and is currently poised for exciting developments as part of the local urban regeneration plans.

The traditional seaside town of Cleethorpes has four miles of safe, sandy beaches. Nature lovers can stroll along the coastal path, watching the variety of wildlife that inhabits the shoreline – an area of natural beauty and one of Europe's most important estuarine wildlife havens.

Work

We're full of employment opportunities across dozens of sectors.

It's not just healthcare where we provide high quality services – the area is also well-known for excelling when it comes to renewables, ports and logistics, seafood, retail, new media and plenty more.

The seafood industry in North East Lincolnshire alone is worth £2.5billion, with companies like Young's Seafood operating from Grimsby. Elsewhere, 60 million tonnes of cargo passes through Grimsby and Immingham ports annually, and 400 new wind turbines are planned for the North Sea. The roads aren't as busy as major UK cities either – leaving you with the bonus of minimal or no commute.

Altogether, it's the recipe for the perfect work-life balance.

Live

There are a wide range of options when it comes to choosing where to live – and you'll find that, on average, house prices are much lower than in the rest of the UK.

There's the relative hustle and bustle of Grimsby – a town crammed with history and known for its fishing heritage in years gone by. Close by is Cleethorpes, which is home to one of the finest beaches on the east coast of England.

If you're looking for something more tranquil, quaint villages like Waltham and Laceby are within a ten-minute commute to Grimsby and offer beautiful homes in peaceful locations.

Play

When you're outside of work, you're guaranteed to never get bored in North East Lincolnshire.

For shopping, choose from Grimsby's Freshney Place, or Abbeygate and Cleethorpes' Sea view Street for a boutique experience. History buffs enjoy the Fishing Heritage Centre, while Waltham Windmill offers a fun family day out.

For lovers of the outdoors, Cleethorpes Country Park and Bradley Woods are top locations for joggers and dog walkers, with the breathtaking Lincolnshire Wolds also close by. Excellent sporting facilities are available in and around the area.

If the English rain arrives, don't worry – we have a selection of leisure centres, gyms, restaurants and cinemas to keep you busy. Grimsby Auditorium is the largest professional theatre in Lincolnshire.

And if you do fancy getting away for a few days, Humberside Airport is just 20 minutes away and offers daily flights to mainland Europe. We also have a direct train service to Manchester.

Learn

Relocating can be stressful in itself without having to think about getting your children into a good school.

Fortunately, in North East Lincolnshire that isn't a problem. We have 35 primary academies, six primary schools, three junior academies, one infant academy, two infant schools and 10 secondary academies. We also have three nursery schools and two special needs facilities. Two of our secondary academies offer sixth form provision. Eight of our education facilities have been rated "Outstanding" by Ofsted, with 46 receiving a "Good" rating.

For older learners, the Grimsby Institute of Further and Higher Education and Franklin College offer dozens of courses. The Grimsby Institute houses a £6million sports centre, a £4million school of art, and an engineering and renewables centre. For university students, both the University of Lincoln and the University of Hull are highly rated and are less than an hour's commute from Grimsby.

For further information about schools in Grimsby and the surrounding area, visit:
https://www.nelincs.gov.uk/children-families-and-schools/

For information about leisure facilities in Grimsby and the surrounding area, visit:
https://www.nelincs.gov.uk/leisure-and-things-to-do/

For further information about housing in Grimsby and the surrounding area, visit:
https://www.grimsbytelegraph.co.uk/news/property/

Transport links

The local airport is Humberside Airport, 14 miles from Grimsby. The dock of Hull, on the north bank of the Humber, offers daily ferries to Rotterdam, welcoming both foot and vehicle passengers.

Grimsby is directly linked to the main motorway system by the M180. This provides direct access to the M18, A1, M1 and M62. Consequently, Sheffield, Doncaster, Leeds, Hull and the Cathedral City of York are easily accessible, as is the Cathedral City of Lincoln on the A15.

Rail services for Grimsby connect via Doncaster to the East Coast main line and provide rapid frequent services to London.





St Andrew's
Hospice
under one roof