

## 1. Core purpose

What is the purpose of my role?

Support the delivery of the People & Culture plan, ensuring the organisation has the capability, culture and capacity to achieve its strategic objectives

Act as a trusted partner to SMT, translating organisational priorities into people solutions, driving a high-performance, values-led culture

## 4. Key partners

The key partners in my job

SMT/Heads of Department (implementation of people strategy)

Director of People & Culture (strategic alignment and delivery oversight)

Learning and Organisational Development Business Partner

Internal Communications and Engagement Manager

Employee Forum representatives

Finance (workforce modelling, pay, budget alignment)

External advisors and suppliers (legal, pensions, pay, benefits, benchmarking)

## 7. Engagement & communication channels

The methods of engaging and communicating with others (internally and externally)

SMT meetings and Leaders' Hub (MS Teams)

1:1 coaching and support for leaders

Organisation-wide communications (intranet, newsletter, briefings, leader cascades)

Surveys and listening channels including the Employee Forum

## 2. Key activities

The critical activities of my job

Lead, coach and develop the People team, line managing the People Business Partner and People Operations Manager, to deliver quality people services across the employee lifecycle

Lead workforce planning aligned to organisational strategy and service delivery needs

Provide expert HR advice and guidance on complex ER, risk and organisational change

Oversee recruitment strategy and employer brand

Ensure compliance with employment law, safeguarding and regulatory requirements

Use people data and insights to inform decision-making and drive continuous improvement

Develop organisational approach to pay progression and employee benefits

Lead on the development of a new EDI strategy

## 5. Key customers

The key benefactors of my role

Direct reports - People Business Partner and People Operations Manager

SMT and line managers

All employees

Trustees (via reporting and assurance on people matters)

## 8. Strengths, skills & competencies

The strengths, skills and competencies required

Proven track record of successfully leading a small HR/People team, with a situational leadership approach

Strategic and operational HR leadership expertise, with a good understanding of the HR business partner function

Well developed coaching and/or mentoring skills with experience of supporting both line managers and HR professionals

Excellent communication and interpersonal skills with the ability to build positive working relationships quickly and hit the ground running

Strong influencing and stakeholder management at a senior level

Thorough working knowledge of current and proposed UK employment law and risk management

Data-driven decision making

Ability to lead change and embed culture

## 3. Key resources

The systems, people and documents which are critical to the successful delivery of my role

Policies, frameworks and toolkits (performance management, pay and benefits, values, safeguarding)

People and Culture team colleagues

Internal data sources including HRIS (Sage People), Power BI, workforce metrics

External networks including Charities HR Network, Brightmine legal advice and benchmarking tools

## 6. Customer and service delivery expectations

The expected standards of delivery

Leading and developing the People Experience function (made up of People Business Partnering and People Operations teams) to be high performing

Timely, pragmatic and risk-aware HR advice

High-quality, consistent and fair people processes

Clear, simple and accessible guidance for managers

Regular data reporting and people analytics support evidence-based recommendations aligned to organisational priorities

Proactive rather than reactive support

Compliance maintained with minimal risk exposure

Positive feedback from SMT and other stakeholders on quality and impact of People team effectiveness

## 9. Key deliverables and measures of success

How key outputs and overall performance are recognised

People services and initiatives foster an inclusive, positive and high performance culture in line with organisational values, and are delivered on time and within resource

Improved employee engagement scores, measurable progress and clear action plan delivery

Workforce plans aligned to service delivery needs and budget

Achievement Development Review process is embedded with high completion rates and quality outcomes

EDI strategy and policy developed, with implementation plan

Pay progression framework and updated benefits package