



Could you be our next...

People and Business Manager

Could you be the person we're looking for?



Hello and welcome, thank you so much for taking the time to read this pack. As a team we get really excited about new faces – people who want to positively impact local lives, people who believe in changing things for the better, people who've got the skills to make things happen.

At Capacity a lot of our work involves making great discoveries, not just in community insights, or public service design, but in the recruitment of new team members too. We love it when people join our team, helping them grow and watching as they influence our existing teams – supporting them to develop and change too. All our work is rooted in learning better ways of doing things, and we truly believe learning is all about adding new people and new perspectives into our mix.

So read on, reflect and if you think you're right for us (and as importantly we're right for you), get that application on the go.

Thanks

Emma.



Emma Lord,
Director of Designing and
Doing

Where it all began



Capacity was born out of a simple, but ambitious idea – that public services should be people services.

What started as a partnership between Catch22, Interserve and Clubfinance (and a £1 million investment from Big Society Capital's Business Impact Challenge) quickly became something much more. We built a small, passionate team, found our name, and got to work making the North West the best place to grow up, grow wise and grow old.

Since then, we've gone from four people in a corner of an office to a team of over 20, incubated Juno, picked up awards, made the FT's list of Europe's fastest-growing companies, and proved that there's a real appetite for organisations willing to think, and do, differently when it comes to public services.

But growth has never been the point – impact has. We ended our relationship with Interserve in 2021, brought staff into our governance through We Are Capacity CIC, and have transformed our legal structure to a CIC. Today, 90% of our shares are held by social enterprises and social investors, meaning almost every pound we make goes back into communities across the UK.



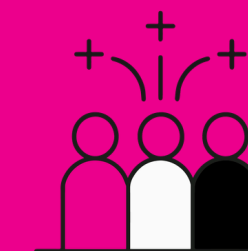
£38.5m

in commissioned contracts.



£1.5m

in grant funding for charities and social enterprises.



70+

organisations worked with, reaching over 1 million people in the North West and North Wales.

A bit about Capacity...



We're based in the North West of England and put simply; we make public services people services. We provide the know-how, big-picture thinking, and hands-on time to help public and third sector organisations get moving on the projects that really matter: the ones that make the biggest impact on the lives of local people.

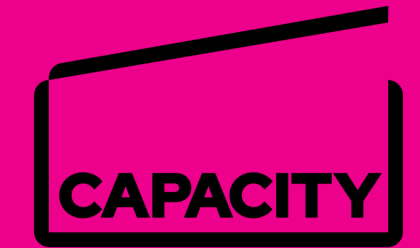
If we had to put ourselves in a box, we'd say 'we're a bit like consultants but we don't just advise people, we do stuff for them too'. We're in it for the long haul; we don't just produce the shiny report, we get on with the job at hand – focusing less on the policies and procedures, and more on the people at the end of them.

We're not experts in all the areas we work in and that's a big plus for us. It means we're not limited by preconceptions, and our objectivity means we can take that big, important step back. That doesn't mean we're not aware of the red tape, the norms and the potential barriers to change, it just means we respect and ably navigate them.

Our teams are made up of people from all sorts of backgrounds and that means we apply a range of skills and viewpoints to the challenges we face and any gaps our client's teams might have. We don't think we have all the answers at Capacity either, we aren't going to change public services for the better on our own, and neither is anyone else. Getting people together and enabling them to talk to one another is one of the things we're best at.



Our values



We're social beings

- We prioritise our relationships, strengthening them at every opportunity.
- We take our work seriously but not ourselves.
- We respect each other and our different experiences.
- We look after ourselves and those around us.

We're easy going

- We're humble and keep our egos in check.
- We keep things simple
- We're always learning.
- We're nimble and quick thinking.

We're the genuine article

- We don't pretend to be something we're not.
- We believe in our fellow team members and want to help them grow.
- We have no hidden agendas.
- We deliver on our promises and work hard to build confidence and trust in internal and external colleagues.

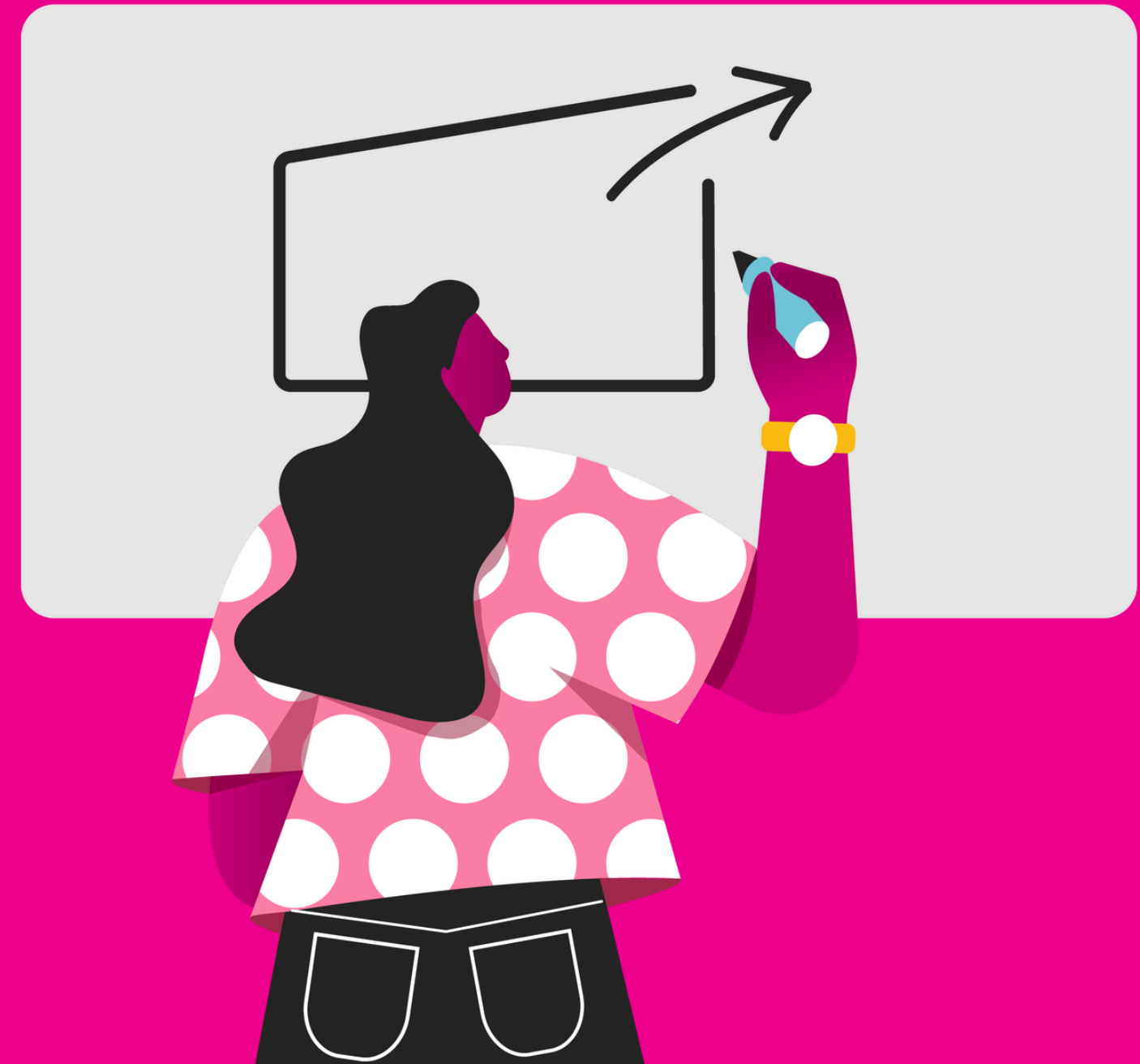
We see the big picture

- We think beyond tomorrow.
- We have big aspirations for the local people.
- We're strategic, we find the end goal and work backwards from it.
- We love to join things up and build new partnerships.
- We anticipate risk internally and externally and do what we can to manage it.

We're grafters

- We're doers not just thinkers.
- We chip in and help each other out.
- We don't just work hard, we work smart.
- We understand that a key part of our work is listening not just doing.
- We're proactive even when things are tough.

CAPACITY



This is a place for everyone



As an organisation we are all about positive action, and this also applies to our approach to recruitment. We really want to hear from people who are under-represented in our organisation, in similar jobs and in our wider sector.

It's our mission to lead by example helping public and third sector organisations thrive, building better public services and improving lives. So, we're absolutely committed to eliminating discrimination and promoting equity, we want a diverse team with a range of ages, cultural backgrounds, socio-economic status, disabilities, ethnicities, genders, sexual orientations, faiths, working patterns, languages and individual health statuses.

This is Capacity is part of the disability confident scheme. We will ensure that a fair and proportionate number of disabled applicants that meet the minimum criteria for this position will be offered an interview.

Our recruitment process is backed up by our Equality and Diversity policy which contains processes and responsibilities to ensure that your recruitment journey is fair and unbiased. If you want to know more about this policy, we're very happy to share it.

As part of our commitment to safeguarding and compliance, this role requires a Basic DBS check. We operate in full compliance with the Rehabilitation of Offenders Act 1974, and a criminal record will only be considered if it is directly relevant and unspent.



joinus@thisiscapacity.co.uk



07577 416 302

Assistance, adaptations and adjustments: If there are any adaptations or adjustments, we can make to support you in your application or with our recruitment process, please get in touch.



What's the job?



Capacity is a small, ambitious organisation doing complex work. For that to work well, we need the business behind the work to be really well run: our people supported, our resources in the right places, and systems that help us do our jobs rather than get in the way.

That's where you come in. As Business Manager, you'll lead the day-to-day people and business operations that keep Capacity working well.

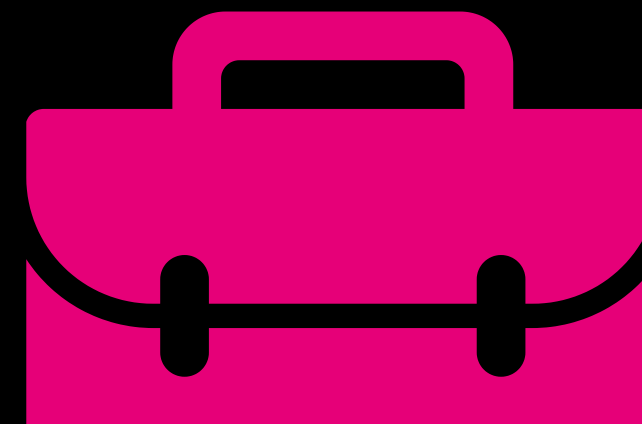
Your focus will be on optimising our work environment and processes so that our team can collaborate effectively, stay engaged, and continue to grow.

This is a hands-on management role. You'll understand what the organisation needs, make good decisions, put the right systems around it and make sure things happen.

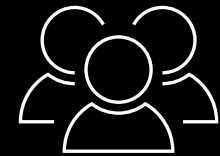
You'll work closely with our leadership team, managers and the wider team, often joining the dots between people, projects, money and what's coming next.

You will be a highly organised, proactive, and people-focused professional with a strong background in people, business administration, and team support.

You'll have a curious and creative approach to problem-solving, a passion for fostering an inclusive workplace, and the ability to drive effectiveness and engagement across the organisation, that optimises our ways of working.



The responsibilities



People & Culture

A big part of your job is helping Capacity be a brilliant place to work, where people are supported to do their best work, know what's expected of them and are managed well.

You'll:

- Lead our day-to-day people operations, making sure we have good, proportionate people practices in place, continually improving how we recruit, onboard and retain brilliant people.
- Be a trusted adviser to managers, helping them make good people decisions and navigate recruitment, development, performance, absence, conduct and other people issues confidently and fairly.
- Help managers get the best from their people, setting clear expectations, building on strengths, supporting development and addressing performance issues early and well when they arise.
- Keep a good read on how the team is doing, using feedback and insight to spot issues and opportunities and act on them.
- Make sure wellbeing, inclusion and equity are built into how we work and the decisions we make.

The responsibilities



Resource planning & development

We're a small team working across lots of projects and opportunities. Making good decisions about where our people and time go is critical to both our impact and our business.

You'll:

- Lead our approach to resource planning, keeping a clear view of capacity, skills, project needs and what's coming through the pipeline.
- Bring together projects, people, time and financial information to understand where we have capacity, pressure or gaps.
- Work with project and organisational leads to make and implement good resourcing decisions, balancing immediate delivery with the wider needs of the business.
- Look ahead and spot where we're likely to need different capacity or capability and help us plan for it.
- Help us understand the skills and strengths we have across the team and where we need to develop or bring in something different.
- Coordinate team learning and development so it responds to what our people and the organisation actually need.

The responsibilities



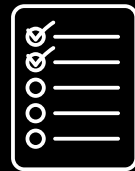
Business systems & operations

You'll make sure the machinery behind Capacity works and keeps working as we change and grow.

You'll:

- Understand how the different parts of the business fit together and make sure our systems support how we actually need to work.
- Make sure we have the right tools and technology to work effectively, exploring how new technology, including AI, could help us work better.
- Spot things that are clunky, inefficient or creating unnecessary work and take the lead in fixing them.
- Keep key business activity moving, including contracts, purchasing, approvals and other operational requirements.
- Work closely with finance and leadership so people, projects, resource and financial decisions join up.

The responsibilities



Governance & compliance

We want to be a well-run and well-governed organisation without creating unnecessary bureaucracy. You'll help make sure our governance is proportionate, effective and gives leaders the information and assurance they need to make good decisions.

You'll:

- Take ownership of our day-to-day governance framework, making sure responsibilities, decision-making, policies, controls and accountabilities are clear and work in practice.
- Work closely with the leadership team and board/governance leads to make sure they have the right information, reporting and assurance to exercise effective oversight.
- Keep a grip on the policies, compliance and regulatory requirements that sit behind the business, making sure we understand our obligations and meet them.
- Maintain a clear view of organisational risk, making sure risks are identified, assessed, owned and actively managed rather than simply recorded.
- Make sure the right processes and controls are in place, understood and used, and test whether they are actually working as intended.
- Coordinate governance reporting, audit, reviews and other organisational requirements, following through on actions and making sure improvements are embedded.
- Spot risks, gaps or weaknesses, use your judgement about what needs addressing and make sure action is taken.
- Bring in specialist legal, HR, governance or other expertise when we need it, knowing where the limits of your own expertise sit.

The tick list



You've got the skills...

You know your people stuff.

You can confidently advise and support managers across the full range of people issues. You balance support with clear expectations and accountability, and know when specialist advice is needed.

You can get a grip on people and resource.

You can match people, skills and capacity to what the business needs, see pressures and gaps coming, and make confident resourcing decisions.

You can build the systems a business needs.

You can understand what needs to work better, design practical systems and processes around it, and keep improving them as the organisation changes.

You make sense of information.

You're comfortable bringing together people, project and financial information, spotting what matters and using it to make good decisions.

You're confident using technology to make work better.

You don't need to be a tech expert, but you're comfortable with digital tools and curious about what's possible. You can make good use of technology, including AI and virtual working tools, and explore new systems and tools that could help our team work better.

You take ownership and use your judgement.

You don't need everything mapped out or referred upwards. You can work out what matters, make sensible decisions and get things moving and know when something genuinely needs escalating.

You're good with people.

You build trust, communicate well and handle sensitive or difficult situations with warmth and good judgement. You care about creating a fair and inclusive workplace where people can do their best work. You have a high level of emotional intelligence.

The tick list



You've done it all before...

You'll have strong experience of:

- People operations or HR, including advising managers on recruitment, development, performance, absence and employee relations.
- Resource or workforce planning, using information about people, skills, workload and future demand to make good decisions.
- Designing and improving business systems, processes and ways of working, not just administering them.
- Using people, project and/or financial information to support operational and organisational decisions.
- Supporting with the development and delivery of governance across an organisation
- Taking ownership of business operations and making decisions within your remit.
- Working in a small, changing or fast-moving organisation where you've needed to work across different parts of the business.

The tick list



You've got the right attitude...

You're flexible and happy to help out wherever you're needed to ensure a 'good job'.

You've got a 'can do' attitude, challenges don't put you off, they just give you more energy.

You understand and fight for equity and diversity in your work and your personal life.

You love learning and developing, you know you're not the finished article. You're open about the skills and knowledge you need to polish and commit time to this.

You're in it for the right reasons, you're here because you want public services to be the best they can be for the real people at the end of them. You hugely value the input local people can add to our projects and love to hear their voices.

You're a grafter and can make things happen (with input and support from the wider team).

You're self-aware and know that not everything goes right every time – you're always keen to learn from this.

You work hard, but you can also have a laugh – you're easy-going.

What's the package?



The place

All roles involve regular in-person collaboration in our Liverpool office and with clients. While we offer hybrid and flexible working arrangements, candidates should expect to spend meaningful time on-site as part of the role.



The hours

35 hours per week



The salary

£42,000 - £58,000 (depending on experience)



The contract

This is a permanent position and is only open to applicants who have the legal right to work in the UK. Capacity cannot offer visa sponsorship, so you will need to hold a status that does not require sponsorship now or in the future.



The timelines

We're looking for you to start as soon as possible.

The extras

- For full time roles: 27 days annual leave (plus bank holidays). If you're coming to us with up to 33 days annual leave, we'll match it
- 2 Capacity bank holidays per annum
- Flexible working (including majority working from home)
- Free eye-tests, vouchers for glasses
- Scottish Widows Pension Scheme, matched up to 6%
- Funded health support including counselling, physiotherapy etc.
- Holiday buy-back scheme (up to 5 per annum)
- Team days and socials
- Free lunches (yes there is such a thing)
- A great team to work with (but we would say that)



How do I apply?



All we need are the details from your latest CV and your answers to some quick questions.

Our 'quick questions'

We believe it's always good to get off on the right foot, and we want to make sure we invite the right people to interview. So, we're giving you creative freedom, answer the questions below in whatever format you wish, the only limits we're giving you are:

- No more than 250 words per question if it's written
- No more than 90 seconds per question if it's video or spoken content

Please apply via our online portal

- 1 Tell us about a time you spotted a people, capacity or capability problem before it became an immediate problem. What did you notice and what did you do about it?
- 2 Can you give an example of a time when you identified a need for a new way of working? How did you assess the options available, decide on the best approach, and implement the change? What was the impact?
- 3 Tell us about a time when you worked to create a more inclusive and fair workplace. How did you ensure voices were heard, and how did you contribute to a solutions-focused, and collaborative team environment?

AI guidance



At Capacity, we recognise Artificial Intelligence (AI) as a tool that can help you in various stages of a job application. AI can assist with spellchecking, structuring responses, and supporting your research and preparation.

However, we value being the genuine article and believe AI should be used to enhance your work, not replace it.

With this in mind, we will not accept the following uses of AI in our application process:

- Submitting unedited, copy and pasted AI responses
- Sharing sensitive or private Capacity-related data with AI tools
- Using AI to answer questions during interviews
- Using AI for situation-based or personal experience questions

What happens next?



Closing date for applications: Midnight, Sun 11th October 2026

Step 1: We receive your application and get on to some shortlisting. If you're successful at this stage, we'll get in touch to set up an interview.

Step 2: First interview, This will be online, for our first chance to meet you and find out more about you.

**Date: 19th and 20th
October 2026***

Step 4: Final interview. More traditional Q&A, an activity to complete on the day and a chance to reflect on the stages you've been through and find out more about what it's like being in the Capacity team.

**Date: Thurs 29th
October 2026***

Step 5: We'll then make our decision, and hopefully get an offer of employment out to you.

***While we've done our best to sort and share these dates, there is still a risk they could change. We will keep you informed.**



**Thanks so much for
your interest in working
at Capacity.**

We hope that you're the perfect match!