

Role Profile & Specification

Title	DIRECTOR OF PEOPLE AND ORGANISATIONAL DEVELOPMENT
Reporting to	CEO
Job Purpose	<p>As a key member of the Senior Leadership Team, the role will:</p> <ul style="list-style-type: none"> • Lead the development and delivery of a forward-thinking People & Culture Strategy aligned to Avalon values, ensuring it directly enables the delivery of high-quality, person-centred care and positive outcomes; • Hold collective responsibility for contributing to strategic direction, growth, development, quality and financial sustainability, ensuring long-term organisational resilience. <p>The postholder will provide strategic leadership across all aspects of workforce development, including recruitment, HR policy, organisational culture, and employee experience, supporting a growing workforce of approximately 360 colleagues currently.</p> <p>In addition, the role will oversee and further enhance an award-winning Learning & Development function, ensuring excellence in internal training provision while expanding external learning opportunities.</p>
Tasks and Responsibilities	
Strategic Direction	<ul style="list-style-type: none"> • As a member of the Senior Leadership Team, contribute to the development and delivery of the Charity's overall strategy, ensuring alignment with organisational goals and values. • Act as the lead adviser on People Strategy to the Chief Executive, providing expert guidance on workforce priorities, risks, and opportunities, and supporting engagement with Trustees and governance committees where required. • Operate as an active, accountable member of the Directors Group, demonstrating strong corporate leadership, leading by example, and consistently upholding Avalon Group's values. • Champion excellence in people leadership and management practices across the organisation, fostering an environment where colleagues are supported to develop, engage, and perform at their best. • Use workforce analytics and evidence-based insight, including Board-level dashboards on workforce risk, performance and compliance to drive organisational performance. • Provide strategic leadership of the People & Culture and L&D functions. • Hold accountability for People budgets and ensure value for money. • Identify workforce risks and labour market challenges.
People & Culture Management	<ul style="list-style-type: none"> • Lead a high-performing People & Culture function delivering measurable positive impact. • Co-design and co-deliver the People Strategy in partnership with colleagues, driving culture change and organisational development initiatives that create a progressive, agile, and engaging workplace for the

	<p>future.</p> <ul style="list-style-type: none"> • Develop the employee experience and wellbeing offer, enhancing engagement and retention and making Avalon an employer of choice. • Ensure an appropriate reward strategy is delivered that is competitive and affordable. • Lead the development of the Employee Value Proposition (EVP). • Strengthen governance, risk and consistency in people practices. • Ensure all employees and Shared Lives carers have access to appropriate support to promote wellbeing, resilience, and maximise their contribution. • Act as a visible role model, inspiring and motivating colleagues while fostering a culture of learning, collaboration, innovation, and continuous improvement. • Oversee and continuously improve recruitment and retention strategies to ensure the organisation attracts and retains a skilled, values-driven workforce, underpinned by safe recruitment practices. • Develop and deliver modern and progressive employee engagement and wellbeing offer to promote a positive and fulfilling colleague experience. • Keep the organisation's approach to pay, reward, recognition, and benefits under regular review to remain competitive and aligned with organisational values and objectives. • Ensure all People and volunteering policies and procedures are robust, efficient, legally compliant, and fit for purpose. • Stay informed of relevant government policy, legislation, and sector best practice, ensuring compliance and the adoption of appropriate innovations. • Provide oversight and assurance on all employee relations matters, including disciplinary, grievance, and complaint processes, ensuring consistency, fairness, and best practice. • Ensure high-quality delivery across all People services, including policy development, employee relations, and reward, providing effective support to senior leaders and managers.
<p>Learning & Development</p>	<ul style="list-style-type: none"> • Align L&D strategy with workforce capability, regulatory requirements and future needs. • Strengthen leadership development and succession planning pipelines. • Work collaboratively with colleagues to identify current and future skills, knowledge, and capability needs, ensuring the workforce is equipped to deliver Avalon Group's strategic ambitions. • Maximise access to funding opportunities for training and qualifications, including effective oversight and utilisation of the Apprenticeship Levy and Workforce Development Fund.
<p>Organisational Development</p>	<ul style="list-style-type: none"> • Deliver strategic workforce planning aligned to growth and sustainability. • Ensure people practices support quality and regulatory standards. • Enable Avalon Group's ambitions for workforce development and organisational capability by demonstrating visible, values-led leadership across all aspects of people, culture, and change. • Champion and lead the organisation's approach to Equality, Diversity and Inclusion, embedding meaningful and measurable progress towards becoming a genuinely diverse and inclusive organisation. Embed measurable EDI outcomes and accountability.

	<ul style="list-style-type: none"> • Develop and present credible, evidence-based proposals to strengthen organisational culture, with a strong focus on advancing Equality, Diversity and Inclusion at all levels.
Governance & Continuous Improvement	<ul style="list-style-type: none"> • Strengthen governance and workforce risk management. • Drive continuous improvement using data, technology and innovation. • Maintain external benchmarking and sector awareness. • Act as Director lead on the People and Operations Board sub-committee.
General	<ul style="list-style-type: none"> • Works flexibly as agreed with the CEO. • Manage workload effectively with excellent time management skills, to ensure deadlines are met. • Confidence to lead and able to present to groups of people at all levels. • Manage change. • Excellent organisational, literacy & numeracy skills. • Able to facilitate meetings & record minutes. • Commitment to personal development. • Willing to travel and work from any Avalon location dictated by the needs of the role.

<p>Our Values</p> <ul style="list-style-type: none"> • We are kind and respectful to everyone • We are honest and trustworthy • We are always learning and developing • We are inclusive; everyone has a voice • We work in partnership with our communities

Core Competencies	
<p>Communicate well (Respect, Integrity, Working Together, Quality)</p>	<ul style="list-style-type: none"> ▪ Listens to others ▪ Asks relevant & pertinent questions ▪ Communicates in a clear & concise way ▪ Effectively uses a range of communication tools & techniques ▪ Keeps accurate, objective & clear records
<p>A positive & practical approach to work (Integrity, Quality, Learning and Reflection)</p>	<ul style="list-style-type: none"> ▪ Tackles things in a direct & orderly manner ▪ Can be depended upon to get things right ▪ Able to prioritise tasks & manage workload ▪ Reliable under pressure
<p>Work well with other people (Respect, Integrity, Working Together)</p>	<ul style="list-style-type: none"> ▪ Earns the respect of others ▪ Shows respect for the views & actions of others ▪ Builds & maintains mutually beneficial relationships ▪ Motivates self & others ▪ Facilitate customer participation ▪ Promote inclusion ▪ Drive customer engagement
<p>Able to respond to & solve problems (Integrity, Quality, Working Together, Learning & Reflection)</p>	<ul style="list-style-type: none"> ▪ Plans ahead ▪ Tackles issues voluntarily & positively ▪ Able to identify the cause & not just the symptoms of problems ▪ Able to anticipate problems & develop solutions in advance ▪ Solves problems in a calm, direct & organised manner ▪ Helps other people with problems

Able to innovate & have new ideas (Integrity, Working Together, Quality, Learning & Reflection)	<ul style="list-style-type: none">▪ Full of ideas which provide fresh insight & broader perspectives▪ Responds positively to change▪ Self- motivated
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Person Specification

Post Title	Director of People & Organisational Development
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	Essential	Desirable
Qualifications		
Educated to graduate level and/or Member or Fellow of CIPD with clear evidence of continuing professional and personal development.	✓	
Access to own transport that can be used for work purposes, with a full valid licence.	✓	
Knowledge and understanding		
Values-led leader with high emotional intelligence, able to build trust, inspire others and create an inclusive, high-performing culture.	✓	
In depth knowledge of HR best practice including recruitment, retention, workforce development, employment relations; TUPE; pay and reward.	✓	
High levels of professional acumen that ensure corporate HR outputs support the needs of the Charity and minimises risk through effective policies and procedures.	✓	
Excellent written, listening and oral communication skills, including report writing and presentation skills, for a diverse range of situations and settings.	✓	
Superb partnering skills to ensure the charity and people teams are indistinguishable from one another.	✓	
Strong financial and commercial awareness, with experience of managing budgets and ensuring people strategies deliver value for money and organisational sustainability.	✓	
Knowledge and understanding of the strategic environment in which care and support services are being delivered and the implications for the organisation.	✓	
Experience		
Demonstrable ability to operate as a strategic leader, contributing to organisational direction, balancing people, quality and financial priorities.	✓	
Experience of using workforce data, analytics and insight to inform decision-making, measure impact and drive organisational performance.		✓
Experience of planning, implementation and review of target led HR and OD strategy.	✓	
Strong understanding of governance, risk management and regulatory requirements within health and social care, with the ability to provide assurance at Board level.	✓	
Proven ability to influence at Board and Executive level, including working with Trustees and senior stakeholders to shape strategy and decision-making.	✓	
Experience of leading people and culture transformation within complex, multi-site organisations, including managing change		✓

and embedding new ways of working.		
Substantial, demonstrable experience of successfully leading and managing HR and L&D teams, whilst improving performance.	✓	
Competencies & Behaviours		
Confident in engaging and interacting with a diverse range of people.	✓	
Ability to communicate effectively at all levels both orally and in writing.	✓	
Proficient IT User.	✓	
Personal Attributes		
Demonstrate a passion for and has experience of enhancing the lives of adults living with a learning disability.	✓	
Requirement to attend/represent Avalon Group at meetings and events outside of normal working hours.	✓	
Assertive and confident with the ability to initiate action when required.	✓	
Is able to work flexible hours which may include occasional evening and weekend working including out of hours on-call arrangements.	✓	
Able to travel to a number of locations as and when required.	✓	
Commitment to Avalon Group's vision, mission and values.	✓	