

Role Profile

Title	HR Manager
Reporting to	Director of Finance and Corporate Services
The Opportunity	This is a pivotal, hands-on leadership role at an important stage in the development of Avalon's HR function. The HR Manager will bring the HR team together around clear priorities, consistent ways of working and a strong service culture, while ensuring managers receive practical, timely and commercially sound support. The immediate focus will be on creating a cohesive and confident high performing team, strengthening employee relations practice and building a responsive, values-led recruitment service. The successful candidate will combine credible HR leadership with a willingness to get involved in operational detail and see issues through to a high-quality conclusion.
Job Purpose	Lead, unite, engage and develop the HR team, creating clarity of roles, shared standards, effective workflows and accountability. ▪ Provide expert oversight of employee relations, ensuring cases are handled fairly, consistently, promptly and in line with employment law, policy and Avalon's values. ▪ Lead and develop the recruitment service so Avalon attracts, selects and appoints capable, values-aligned people safely and efficiently. ▪ Build trusted and effective relationships with leaders and managers, balancing organisational risk, service needs and a positive employee experience. ▪ Translate people priorities into practical delivery, reliable management information and continuous improvement.

Key Responsibilities	
HR team leadership and service delivery	▪ Provide visible, supportive day-to-day leadership to the HR and recruitment team, setting clear priorities, service expectations and standards of professional practice. ▪ Clarify roles, responsibilities, escalation routes and hand-offs across the team, reducing duplication, gaps and avoidable delay. ▪ Introduce an effective rhythm of team meetings, case reviews, recruitment reviews, one-to-ones and workload planning. ▪ Coach and develop team members, building capability, confidence, ownership and constructive challenge. ▪ Monitor demand, capacity and service performance; allocate resources effectively and escalate material risks early. ▪ Create a customer-focused HR service that is accessible, responsive, consistent and respected across Avalon.
Employee relations and manager support	▪ Lead and quality-assure complex or high-risk employee relations matters, including disciplinary, grievance, capability, absence, probation, dignity at work, organisational change and redundancy. ▪ Provide pragmatic, evidence-based advice that enables managers to act confidently and fairly while protecting the people supported, employees and

	the organisation. ▪ Ensure investigations, hearings, consultation processes, decisions and correspondence are thorough, timely and well documented. ▪ Identify patterns and root causes from casework and turn these into preventative action, manager development and policy or process improvements. ▪ Build manager capability through coaching, tools, briefings and targeted training, while maintaining clear boundaries between management accountability and HR support. ▪ Work appropriately with external advisers and stakeholders on specialist, sensitive or legally complex matters.
Recruitment and workforce resourcing	▪ Lead an end-to-end recruitment and onboarding service that is timely, inclusive, values-led and responsive to operational workforce needs. ▪ Partner with operational leaders to understand vacancies, workforce risks and future demand, translating these into practical attraction and recruitment plans. ▪ Improve the candidate and hiring-manager experience from vacancy approval and attraction through selection, offer, pre-employment checks, confirmed start date and successful onboarding. ▪ Ensure safer recruitment and pre-employment compliance are embedded, including accurate and timely identity, right-to-work, reference, DBS, employment history and regulatory checks. ▪ Drive pace and accuracy throughout onboarding, removing avoidable delays while ensuring no new starter begins work before all required approvals and checks are complete. ▪ Ensure contracts, starter documentation, payroll and system information are complete, accurate and issued or shared within agreed timescales, with clear ownership and effective hand-offs between HR, recruiting managers, payroll, learning and operational teams. ▪ Establish a consistent, welcoming onboarding experience so new colleagues understand Avalon's purpose and values, their role, required training, key relationships and expectations from day one. ▪ Monitor upcoming starters and onboarding progress proactively, escalating delays or risks early and ensuring managers are ready to welcome and support each new colleague. ▪ Use recruitment and onboarding data to monitor vacancies, time to hire, time to start, compliance, candidate conversion and withdrawal, source effectiveness, onboarding completion and early retention. ▪ Strengthen Avalon's employer proposition and develop sustainable pipelines for hard-to-fill and priority roles.
Governance, insight and improvement	▪ Maintain clear, legally compliant and user-friendly people policies, procedures, templates and records. ▪ Support organisational compliance with employment law, data protection, safer recruitment requirements and relevant CQC workforce expectations. ▪ Provide accurate, concise people reporting and insight to support decisions, highlighting trends, risks and required action. ▪ Improve HR systems, data quality, controls and workflows so information is reliable and administrative effort is proportionate. ▪ Contribute to people planning, engagement, retention, workforce development and organisational change priorities.

	▪ Champion equality, diversity, inclusion, wellbeing and employee voice in both decision-making and everyday practice.
Values and organisational contribution	▪ Model Avalon's values through kind and respectful leadership, honesty, inclusion, learning and partnership. ▪ Keep the experience, safety, rights and outcomes of the people Avalon supports at the heart of people decisions. ▪ Build constructive relationships across central functions and operational services, including regular presence and engagement beyond the Harrogate office where required. ▪ Undertake other reasonable duties consistent with the scope and seniority of the role

What Success will look like	
	▪ A connected HR team with clear accountabilities, constructive relationships, balanced workloads and consistent service standards. ▪ Employee relations cases are progressed promptly, proportionately and confidently, with improved records, decision quality and manager ownership. ▪ Recruitment and onboarding are planned, measurable and candidate-focused, with stronger pipelines, reduced avoidable delay, accurate documentation, consistently safe appointments and new starters who are ready and welcomed from day one. ▪ Managers know how and when to access HR support and report greater confidence in managing people matters. ▪ Reliable people data identifies risks and informs action, while policies and processes are practical, compliant and consistently applied. ▪ The function moves from reactive problem-solving towards prevention, continuous improvement and visible contribution to Avalon's purpose.

Person Specification	
Essential experience and knowledge	▪ Substantial generalist HR experience, including successful management of complex employee relations casework. ▪ Experience leading, coordinating or developing a HR, people or recruitment team through change or improvement. ▪ Strong working knowledge of UK employment law and contemporary HR practice, with the judgement to apply both proportionately. ▪ Demonstrable experience improving recruitment delivery, workforce resourcing or candidate experience. ▪ Strong leadership skills with demonstrable experience of developing high performing teams. ▪ Experience coaching and influencing managers at different levels, including constructively challenging decisions where required. ▪ Confidence using case, recruitment and workforce data to prioritise work, identify trends and measure improvement. ▪ A sound understanding of confidentiality, data protection and the importance of accurate people records.
Qualifications	▪ CIPD Level 5 or above, or equivalent professional knowledge and experience. ▪ Evidence of continuing professional development.
Desirable	▪ HR leadership experience within adult social care, health, supported housing, the charity sector or another regulated, multi-site environment. ▪ Understanding of safer recruitment, DBS requirements, CQC expectations

	and the workforce challenges affecting adult social care. ▪ Experience improving HR systems, service standards, management information or an HR operating model. ▪ Experience supporting organisational change, consultation or workforce planning.
Personal qualities	▪ A unifying and visible leader who creates clarity, trust and shared purpose. ▪ Calm, credible and resilient when handling sensitive, pressured or ambiguous situations. ▪ Kind and approachable, with the courage to challenge and hold appropriate boundaries. ▪ Highly organised, responsive and able to balance urgent operational needs with longer-term improvement. ▪ Commercially aware and risk-conscious without losing the human impact of decisions. ▪ Collaborative, inclusive and committed to learning and development.

Working arrangements

Because a central purpose of the role is to bring the team together and establish effective ways of working, the HR Manager will be largely based at Avalon's Harrogate office during the initial phase. This visible presence will support relationship-building, day-to-day leadership, knowledge-sharing and service improvement.

Once the team is well established, operating effectively and business needs allow, home-working flexibility will be available by agreement. The role will also require occasional travel to Avalon services and other locations across its operating area. Any part-time pattern will be agreed to provide effective leadership coverage and continuity for the team.

Our commitment

Avalon is committed to equality, diversity and inclusion and welcomes applications from people with different backgrounds, identities, experiences and perspectives. Reasonable adjustments will be considered throughout the recruitment process and employment. Appointment will be subject to the checks appropriate to the role.