



# Candidate Pack

**Senior Director of People**

**December 2024**

# Contents

Introduction from Chief Operating Officer.....	3
The Organisation.....	4
Our Values and Principles.....	5
Our Behaviours.....	6
Role Profile.....	7
Key Responsibilities.....	8
Person Specification.....	11
Terms of Appointment .....	14
How to Apply.....	15

# Introduction



I am delighted that you are considering the role of Senior Director People. The Red Cross movement is a fantastic organisation – 13m volunteers and staff around the world in 191 countries making a difference to people in crisis every day.

The British Red Cross is no exception with 3300 staff and 12000 volunteers and an international delegate programme that deploys over 150 people a year overseas. It is diverse, it is complex, and it has an ambition to continue driving improvements.

We have all the advantages and disadvantages of being around for over 150 years – great heritage, one of the best known brands in the world, a leading player in supporting people in crisis in the UK and around the world, but a need to change and adapt as quickly as needs require and technology enables.

This is true for both the organisation as a whole and the people function.

The successful candidate for this role will combine great leadership skills with developing strong people analytics and insight to inform, drive and measure success of our People Strategy.

This is the most senior HR role in the organisation and as such is the key influencer of our people agenda as well as being accountable for delivering great people interventions.

The role will act as the key people partner to the executive leadership and will be influential in enabling decisions on the strategic direction of the organisation. It goes without saying that they will share a commitment to our humanitarian purpose and values and appreciate the value and motivation of volunteers as well as staff.

Inevitably, progress involves change. And the British Red Cross has been in a period of constant change that will continue. The pace of change is pretty rapid, and the role will require good resilience and an ability to make clear choices on priorities.

This role needs to be comfortable with ambiguity and a dynamic approach to monitoring and course correcting as internal and external factors constantly change. Anticipating and responding to changes in the internal and external environment is a critical skill which will involve creativity and a strong external focus to maintain pace with trends and new innovations.

If this sounds like you and you share our commitment to creating an inclusive and diverse, compassionate, courageous and dynamic (these are our four values) sector-leading organisation, then please apply. If this role excites you and you feel you have the skills and experience to meet our requirements, I hope you will apply and have the opportunity to work for this great humanitarian organisation.

**Dorothy Brown Chief  
Operating Officer**

# The organisation

The British Red Cross helps people in crisis, whoever and wherever they are. We are part of a global voluntary network, responding to conflicts, natural disasters and individual emergencies. We enable vulnerable people in the UK and abroad to prepare for and withstand emergencies in their own communities. And when the crisis is over, we help them to recover and move on with their lives.



**The work of British Red Cross in the UK focuses on:**

## Emergency response

Supporting individuals and communities to respond to and recover from emergencies, such as floods, fires and evacuations.

## First aid training

Promoting life-saving and other humanitarian skills so individuals can be ready to help their own communities.

## Health and social care

Helping people during difficult periods of their lives, such as an illness or injury, breakdown in support arrangements or bereavement.

## Refugees and other vulnerable migrants

Helping new arrivals to the UK and working to reunite families separated by conflicts and disasters.

## Advocacy

Every day, at all levels within the organisation, British Red Cross is advocating on behalf of those in crisis, and working to improve the humanitarian situation of individuals, families and communities.

**Internationally, we operate in over 30 countries. Our overseas work focuses on:**

## Emergency response

Supporting communities affected by conflicts and disasters.

## Disaster preparedness

Especially in countries that are vulnerable to disasters, giving communities the skills and tools to survive.

## Health and social care

Supporting vulnerable communities with a range of health-care needs, including HIV, tuberculosis, community-based health care, and water and sanitation.

## International humanitarian law

The Red Cross promotes the international laws governing the way conflicts are fought, minimising the negative effects they have on civilians and combatants.

# Our values and principles

Our values point the way to how we behave in our daily work. They sit alongside our fundamental principles, which underpin everything the International Red Cross and Red Crescent Movement does.

## Our values are:

Compassionate

Courageous

Inclusive

Dynamic

## The seven fundamental principles

As a member of the International Red Cross and Red Crescent Movement the British Red Cross is committed to, and bound by, its fundamental principles. Proclaimed in Vienna in 1965, the seven fundamental principles bind together the:

- National Red Cross and Red Crescent Societies
- International Committee of the Red Cross
- International Federation of the Red Cross and Red Crescent Societies.

They guarantee the consistency of the Red Cross and Red Crescent Movement and its humanitarian work.

## The seven fundamental principles are:

### 1. Humanity

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. It promotes mutual understanding, friendship, co-operation and lasting peace amongst all peoples.

### 2. Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

### 3. Neutrality

In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

### 4. Independence

The Movement is independent. The National Societies, whilst auxiliaries in the humanitarian services of their governments and subject to laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

### 5. Voluntary service

It is a voluntary relief movement not prompted in any manner by desire for gain.

### 6. Unity

There can only be one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

### 7. Universality

The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

The British Red Cross promotes and communicates the fundamental principles in the UK and overseas. This includes projects aimed at young people in schools and universities in the UK. We also have a 'Principles in Action' project which explores how the fundamental principles help National Societies across the world gain access to, and help, people in need.

# Our behaviours

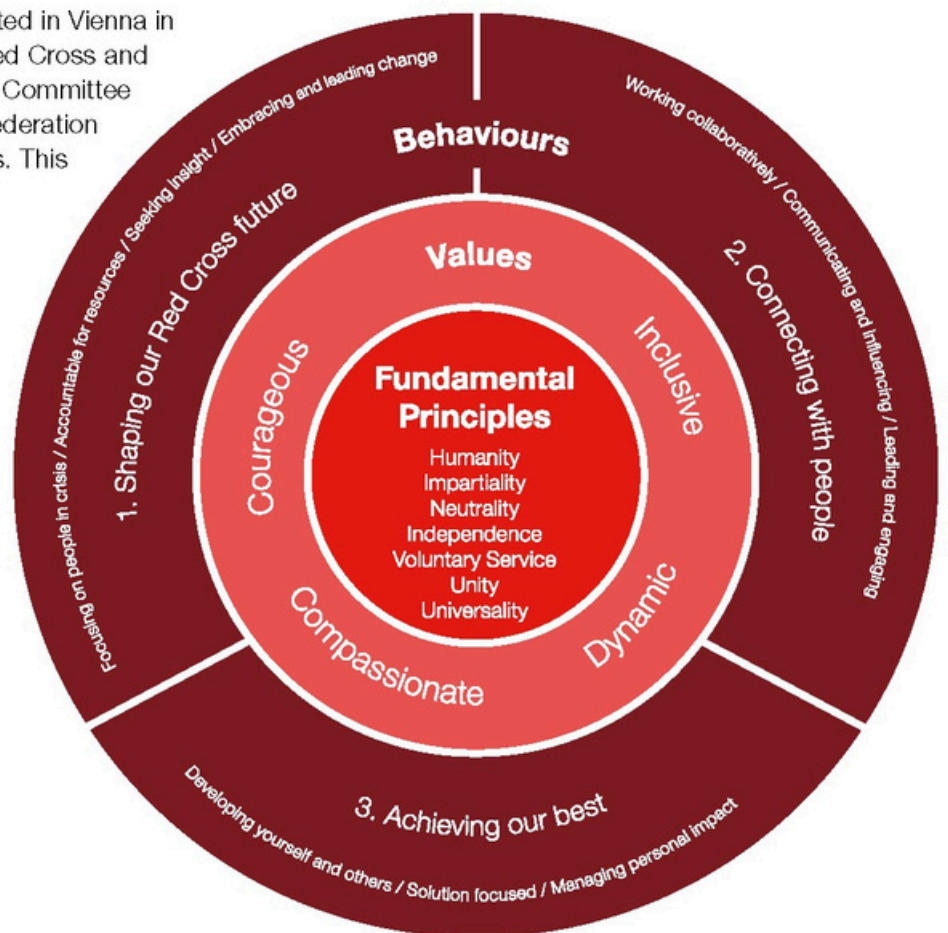
At the British Red Cross we have a framework of fundamental principles, values and behaviours that guide the way we work. We expect our leaders to be role models for these and further embed them throughout their services.

## The comprehensive framework

**The fundamental principles** were created in Vienna in 1965. They bind together the National Red Cross and Red Crescent societies, the International Committee of the Red Cross and the International Federation of Red Cross and Red Crescent societies. This makes the British Red Cross part of a worldwide movement.

**Our organisational values** – inclusive, compassionate, courageous, dynamic – underpin the culture we want to create at the British Red Cross and inform our decision making.

**Our behaviours** sit in three clusters – shaping our Red Cross future, achieving our best, connecting with our people – and form a comprehensive framework to support our performance management at all levels. Specific leadership behaviours relevant to this role can be found in the person specification and will inform the selection process for this role.



## About the Directorate

The British Red Cross is part of the International Red Cross and Red Crescent Movement with millions of members and volunteers in 191 countries.

The resources and commitment that we put into our work internationally is why we describe it as our second charitable purpose. It is part of our history. It is key to our present. Judging by the frequency and scale of humanitarian crises in the world today – it will be very much part of our future.

Through the selection of key themes of disaster management, migration and displacement, chronic hunger, protracted conflict, cash based assistance and community engagement and accountability, the British Red Cross will do its part to enhance the impact of the entire International Red Cross and Red Crescent Movement around the world.

# Role profile

<b>Job Level</b>	<b>7+</b>
<b>Directorate</b>	<b>COO</b>
<b>Reports to</b>	<b>Chief Operations Officer</b>
<b>Service/Function</b>	<b>People</b>

## Scale and scope of the role

<b>Direct Reports</b>	<b>7</b>	<b>Indirect Reports</b>	<b>Circa 90</b>
<b>Budgetary responsibility / accountability</b>	<b>£5.3 Million</b>	<b>Accountability for other resources</b>	<b>None</b>

## Purpose of the role

Leads on creating the environment and culture in which volunteers and staff are inspired, motivated and enabled to support the organisations priorities now and in the future. Responsible for implementing and assuring impact of the people strategy to deliver a positive BRC staff and volunteer experience, diversity & inclusion, learning & development, people transformation and organisational culture and wellbeing, supported through strategic people leads.

# Key responsibilities

## 1. Leadership of the Function

- Lead the implementation of our People Strategy that drives the desired culture and behaviours, embeds our values and fundamental principles, and enables BRC to achieve its strategy converting the strategy into goals and actions for the function
- To facilitate a future focussed and innovative service, anticipating and responding to changes in society, technology and the internal and external environment to underpin the continuous improvement and development of the organisation
- Develop strong people analytics and insight to inform, drive and measure success of the People Strategy
- To lead People Services to deliver excellence in the key processes that enable recruitment, retention, development, recognition and reward of our people, creating a people experience which reflects our values and promotes personal and professional growth
- Lead the development and implementation of a best practice organisational workforce plan to build workforce capacity. Ensuring that needs of the BRC are translated into collaborative and aligned plans that deliver a diverse workforce that reflects the communities in which we operate
- To ensure the organisation has robust and relevant leadership and management capability development programmes in place that ensure we have a sustainable pipeline of leaders for now and into the future
- Own senior stakeholder management and actively influence positive collaboration and partnership working across BRC
- To lead and embed our commitment to equity, diversity and inclusion, ensure the delivery of the strategy and that our staff and volunteers are relevant and responsive and that we comply with our statutory obligations
- Support the development of policy, systems, processes and ways of working to continuously improve service and embed good practice



## **2. Collective Leadership of COO directorate**

- Responsible for providing clear and focused leadership of the directorate to protect the BRC's fundamental principles and values and ensure financial sustainability
- Responsible for playing a corporate role in delivering the BRC Corporate 2030 Strategy and supporting the chief operating officer in implementing the strategies and policies
- Ensure the effectiveness of the directorate's risk management systems, practices and procedures
- To take cabinet responsibility in communicating decisions made in ELT or SLT irrespective of personal view
- Play a key part in delivering the continuous improvement change agenda and translating the implications for delivery within own function

## **3. Portfolio**

- To own and lead the delivery of a cross-organisational and/or cross-directorate objective on behalf of the chief operating officer and assume full accountability for successful outcomes

## **4. Leadership Behaviours:**

- Authentic, consistent and honest leader
- Actively listens and allow others to be heard
- Adaptable to changing needs, pressures and opportunities
- Empowers others based on skills and expertise
- Dynamic, inclusive, compassionate and courageous

## Pre-engagement checks

### Criminal Records

Type of criminal record checks required for this role

England and Wales - Disclosure and Barring Services Check (DBS)

> Yes

Scotland

> Yes

Northern Ireland

> Yes

### Diversity

At the British Red Cross, we are looking for the right people to help us provide support to millions of people affected by crisis in the UK. We want our team to reflect the diversity of the communities we serve, offering equal opportunities to everyone, regardless of; age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation.

Diversity is something we celebrate and we want you to be able to bring your authentic- self to the Red Cross. We want you to feel that you are in an inclusive environment, and a great position to help us spread the power of kindness.

# Person specification

		Requirement	Evidenced obtained through Shortlisting (S) Interview (I) or Assessment (A)		
Knowledge and Skills	Essential	<ul style="list-style-type: none"> <li>• MCIPD qualified (or equivalent expertise through experience or study)</li> <li>• Ability to contribute to and develop a senior leadership team</li> <li>• Ability to lead on the development of a culture that has the strategic priorities of the organisation at its heart, where employees and volunteers are connected through a common commitment to the cause</li> <li>• An exceptional, inspiring, vision driven and collaborating leader with proven ability to work with peers to successfully realise the overall goals of an organisation</li> <li>• Strong current knowledge of employment law and best practice in HR and people approaches</li> <li>• Demonstrating strong influencing and enabling skills at Board level and can act as a business partner for top management</li> <li>• Highly practical and strategic and encourages teams and directorates from across their organisation to work together</li> <li>• Champions the diverse needs and engagement of stakeholders</li> <li>• Leads by example, influencing, supporting, challenging and inspiring confidence in others</li> </ul>	S	I	
	Desirable	<ul style="list-style-type: none"> <li>• FCIPD. Degree/professional qualification in Human Resource Management or similar</li> </ul>	S	I	

# Person specification

Experience	Essential	<ul style="list-style-type: none"> <li>• Experience leading a significant people function, in a complex and large organisation/operating environment</li> <li>• Demonstrable experience of successfully leading and delivering a range of organisational development interventions to meet strategic goals in an organisation which is constantly evolving</li> <li>• Experience of delivering a people-orientated strategy that works across all our people</li> <li>• Demonstrable experience of building a performance culture, ensuring effective understanding and skills development for employees at all levels</li> <li>• Significant experience of identifying drivers for and successfully supporting change across an organisation</li> <li>• Demonstrable experience of leading on recruitment and retention to support a performance culture</li> <li>• Experience of establishing training and development programmes that have contributed towards an organisation's ability to achieve its goals</li> <li>• Experience of establishing and setting KPI's that monitor the effectiveness of performance and organisational development</li> <li>• Experience of the use of data in improving the organisation's ability to manage its workforce</li> </ul>	S	I	
	Desirable	<ul style="list-style-type: none"> <li>• Sensitivity to volunteering, its changing nature and how to harness this for the benefit of people in crisis</li> </ul>	S	I	

# Person specification

Experience	Essential	<ul style="list-style-type: none"> <li>• Experience leading a significant people function, in a complex and large organisation/operating environment</li> <li>• Demonstrable experience of successfully leading and delivering a range of organisational development interventions to meet strategic goals in an organisation which is constantly evolving</li> <li>• Experience of delivering a people-orientated strategy that works across all our people</li> <li>• Demonstrable experience of building a performance culture, ensuring effective understanding and skills development for employees at all levels</li> <li>• Significant experience of identifying drivers for and successfully supporting change across an organisation</li> <li>• Demonstrable experience of leading on recruitment and retention to support a performance culture</li> <li>• Experience of establishing training and development programmes that have contributed towards an organisation's ability to achieve its goals</li> <li>• Experience of establishing and setting KPI's that monitor the effectiveness of performance and organisational development</li> <li>• Experience of the use of data in improving the organisation's ability to manage its workforce</li> </ul>	S	I	
	Desirable	<ul style="list-style-type: none"> <li>• Sensitivity to volunteering, its changing nature and how to harness this for the benefit of people in crisis</li> </ul>	S	I	

# Terms of appointment

The successful candidate will receive a competitive salary based on their skills and experience.

## Benefits

As well as a rewarding career with a global charity, you'll get access to a wide range of enhanced benefits:

**Flexible working** – Your work-life balance is important to us. We'll do what we can to make sure you can work in a way which suits you and your lifestyle

**36 days annual leave (including bank holidays) plus the chance to purchase 5 extra days leave** – It's time to refresh. We recognise the importance of plenty of time off to recharge

**Training and development opportunities** – We want you to be the best you can be. We provide a range of courses and training opportunities to further your development

**Maternity, paternity, adoption, shared parental and careers leave** – Take the time you need to care for your loved ones

**Wellbeing support and advice helpline** – Mental health matters. We want all our staff to know they have someone to talk to when they need it most

**Pension scheme** – We want you to feel secure in the knowledge you can look forward to a comfortable, happy retirement

**Employee discounts** – As a British Red Cross member of staff, you will be eligible for a Blue Light Card which offers discounts at various well-known shops, restaurants, and brands

**Cycle to work scheme** – Hop on your bike and get active. Your physical health and wellbeing is important to us

**Season ticket loan** – We'll provide an interest free loan to spread out the cost of your commute to work

# How to apply

**You can apply for this vacancy on the British Red Cross Jobs site. If you experience any issues, or have any questions about the role please contact:**

Tel: 0300 004 0554

Email: [recruitment@redcross.org.uk](mailto:recruitment@redcross.org.uk)

## Recruitment Timeline\*

<b>Role closes to applications:</b>	5th January 2025
<b>First stage interviews:</b>	w/c 27th January 2025

\*Subject to change



BritishRedCross

150  
years