Director of People, Culture and HR

Job Description and Person Specification

Reports to	CEO & Managing Director
Leadership role	Member of the Management Team with collective organisational accountability
Responsible for	People and HR staff, external advisers and relevant suppliers
Location	Giffnock, with travel across Cosgrove Care services and flexible working as required
Hours	35 hours per week, with occasional work outside normal hours where operationally required
Salary	£45,000 to £52,000 per annum
Contract	As stated in the offer of employment

About Cosgrove Care

Cosgrove Care is a Scottish charity supporting children, young people and adults with additional needs and their families. We provide personalised support that promotes choice, independence, inclusion and meaningful lives. Our work is rooted in strong relationships, high professional standards and respect for each person's identity, culture, faith, preferences and ambitions.

This is an exciting time to join Cosgrove Care. We have ambitious plans for 2027 and 2028, are developing services and initiatives, and want thoughtful, capable people to help shape what comes next. You will work alongside excellent people we support, families, colleagues and partners. No two days are the same, and your contribution can have a visible impact.

Role Purpose

To act as Cosgrove Care's senior people lead and a peer member of the Management Team, providing strategic leadership while retaining direct ownership of operational delivery. The Director will lead a responsive, legally compliant and values-led People, Culture and HR function, strengthen organisational culture and management practice, and ensure that complex workforce matters are addressed promptly, fairly and defensibly.

Roles and Responsibilities

Organisational leadership and culture

- Participate fully in the Management Team, sharing collective accountability for organisational strategy, performance, culture, risk, governance and change.
- Provide clear, appropriately challenging professional advice to the CEO & Managing Director, fellow Directors, managers and the Board.
- Shape a positive, inclusive, accountable and high-performing culture aligned with Cosgrove Care's values of Respect, Integrity, Compassion and Excellence.
- Anticipate workforce risks, take ownership of delivery and escalate material concerns promptly with options and recommendations.

Employee relations and people practice

- Personally manage complex employee relations matters from initial assessment through to fair, timely and defensible conclusion, including conduct, grievance, capability, performance, attendance, flexible working and workplace conflict.
- Lead investigations, formal processes and consultation where appropriate, ensuring lawful and proportionate decisions supported by high-quality documentation and a clear audit trail.
- Maintain current knowledge of UK employment law and HR good practice, translating developments into practical organisational action.
- Set and maintain consistent standards for supervision, appraisal, objective setting, probation, performance management and employee wellbeing.

Workforce, recruitment and development

- Own the employee lifecycle, including workforce planning, role design, recruitment, safer selection, onboarding, induction, development, retention, succession and exit.
- Lead responses to turnover, vacancies, absence, conduct, capability and inconsistent management practice, agreeing responsibilities and monitoring delivery.
- Work with operational leaders to identify learning priorities and ensure statutory, mandatory, professional and role-specific training is understood and acted upon.
- Promote inclusive practice and appropriate workplace adjustments, including for neurodivergence, learning disabilities, mental health needs and other additional support needs.

Policy, compliance and information governance

- Own the People and HR policy and procedure framework, including drafting, consultation, implementation, communication, review, assurance and monitoring.
- Maintain oversight of right-to-work checks, safer recruitment, SSSC registration, PVG and Disclosure Scotland requirements, and relevant Care Inspectorate expectations.
- Ensure employee records, HR systems and people processes are accurate, secure, confidential, appropriately retained and fully auditable.
- Lead the people aspects of organisational development, growth, restructuring, role redesign and change, including consultation, implementation and review.

Data, systems and continuous improvement

- Define workforce measures and assurance requirements, interpret people data and present workforce dashboards and reports to the CEO & Managing Director, Management Team and relevant Board committees. The Head of Business Management may support data architecture and dashboard production, but the Director retains professional ownership of workforce interpretation, risk and action.
- Own the functional requirements, governance and improvement of HR systems and people processes, working with the Head of Business Management on digital implementation, reporting architecture and organisation-wide integration.
- Lead and develop People or HR staff, and manage occupational health providers, recruitment partners, employment advisers and other suppliers effectively.
- Manage People and HR projects, budgets and improvement programmes to secure value for money and organisational benefit, undertaking other reasonable duties consistent with the seniority of the role.

Regulatory and Workforce Assurance Responsibilities

- Maintain a safer-recruitment framework aligned with Care Inspectorate expectations, including role analysis, identity and right-to-work checks, references, employment-history scrutiny, qualification and registration verification, and proportionate risk assessment.
- Ensure every role is assessed against Disclosure Scotland regulated-role criteria before recruitment and that required PVG membership is confirmed before regulated-role duties begin, including relevant management and supervision roles.
- Maintain effective governance for Disclosure Scotland referral duties and SSSC employer-referral or fitness-to-practise concerns, obtaining legal or specialist advice where required.

- Ensure SSSC Register parts and qualification requirements are mapped to actual duties, monitored through the employee lifecycle and reviewed whenever roles or services change.
- Lead workforce assurance against the Health and Social Care Standards, SSSC Codes of Practice, Care Inspectorate expectations and applicable safe-staffing requirements, while operational leaders retain responsibility for deployment and service delivery.
- Ensure right-to-work checks, recruitment decisions and sponsorship statements are applied consistently and in accordance with equality and anti-discrimination requirements.
- Maintain employment-law, equality, data-protection, working-time, whistleblowing and organisational-change compliance, with clear records, retention controls and Board-level assurance.

Person Specification

Criterion	Essential	Desirable
Qualifications and professional standing	• CIPD Level 7, Chartered CIPD membership, or equivalent senior-level professional knowledge and experience. • Evidence of continuing professional development and strong, current knowledge of UK employment law and HR practice. • Where the role is later assigned duties that fall within an SSSC registrable category, eligibility to register and obtain the relevant qualification within the required timescale.	• Chartered Fellow of the CIPD. • Relevant postgraduate qualification in human resources, organisational development or employment law. • Formal project management, mediation or investigation training.
Senior generalist experience	• Substantial senior generalist HR experience, including autonomous management of complex employee relations matters from assessment to conclusion. • Experience operating at HR Manager, Head of People, People Director, Senior HR Business Partner or equivalent level. • Demonstrable ownership of the employee lifecycle, workforce planning, recruitment, performance, attendance, development, retention and exit. • Hands-on experience of disciplinary, grievance, capability, conduct, absence, restructuring, consultation and organisational change.	• Senior HR experience in a Scottish social care charity or another regulated, people-intensive environment. • Experience reporting to a Chief Executive and presenting to trustees or a Board committee. • Experience leading a small People or HR team.
Knowledge and judgement	• Confident knowledge of employment law, employee relations and HR good practice, applied pragmatically, fairly and proportionately. • Understanding of equality, inclusion, reasonable adjustments, data protection, confidentiality, retention and auditable HR records. • Strong understanding of safer recruitment and workforce compliance in regulated services. • Ability to assess complex workforce risk and give clear, defensible advice.	• Knowledge of the SSSC, Care Inspectorate, Disclosure Scotland and PVG requirements. • Knowledge of charity governance and the Scottish third-sector operating environment.

Criterion	Essential	Desirable
Leadership and skills	• Proactive, practical and hands-on, with the ability to work independently, take ownership and follow matters through. • Strong influencing and professional challenge skills, including confidence advising senior leaders and Board members. • Excellent investigation, report writing, presentation, organisation, record-keeping and interpersonal skills. • Analytical and improvement-focused, able to convert workforce evidence into measurable action. • Competent computing skills, including Microsoft 365 applications such as Outlook, Word, Excel, PowerPoint and Teams, HR information systems, reporting tools and digital collaboration platforms.	• Experience implementing or significantly improving an HR information system. • Experience coordinating payroll or employee-benefit provision.
Values and approach	• Commitment to Cosgrove Care's values of Respect, Integrity, Compassion and Excellence. • Commitment to person-centred practice, equality, inclusion and the rights of the people Cosgrove Care supports. • High levels of integrity, discretion, professional courage, resilience and personal accountability. • Willingness to work flexibly and occasionally outside normal hours where required.	

Role Boundaries and SSSC Position

- The Director owns workforce strategy, culture, employee relations, recruitment and safer-recruitment policy, learning strategy, HR policy, HR records, SSSC workforce registration oversight, PVG and right-to-work controls, and professional workforce compliance assurance.
- The Head of Business Management may support systems, dashboards, administrative coordination and document control, but does not own HR policy, employee relations decisions or professional workforce compliance.
- This is a corporate People and HR leadership post rather than a Registered Manager post. SSSC registration is therefore not stated as an automatic requirement. If the postholder is also assigned regulated care-service management duties, Cosgrove Care must identify the correct SSSC register part and required practice and management qualifications before those duties begin.

Employment Requirements

- Satisfactory pre-employment checks, including references and evidence of the right to work in the United Kingdom.
- Applicants must have and maintain the right to work in the United Kingdom for the duration required by the role. Cosgrove Care is not currently able to sponsor this vacancy under the Skilled Worker route. Right-to-work checks will be completed consistently and without unlawful discrimination.
- The successful candidate must protect confidentiality and comply with Cosgrove Care's data protection, information governance and records-management requirements.
- This job description describes the current requirements of the role. Duties, responsibilities and reporting arrangements may be reviewed as Cosgrove Care develops, following appropriate consultation.
- PVG Scheme membership is not automatic for this corporate role and will be required only if the final duties meet the statutory regulated-role criteria. Cosgrove Care will complete and record that assessment before appointment.