



THE
BEDFORD
COLLEGE
GROUP

Group Director of Organisational Development and People

ATTITUDES

KNOWLEDGE

SKILLS



Candidate Information Pack

December 2024

www.fea.co.uk/tbcg-odp/

Welcome

Dear Colleague,

Thank you for your interest in the role of Group Director of Organisational Development and People at The Bedford College Group (TBCG). The Group is the 7th largest further education college group in the sector by income and comprises 7 distinct colleges with 3 further educational colleges, 2 sixth form colleges, 1 agricultural college and 1 national college for motorsport.

Our values are extremely important to us and keep the student at the heart of everything we do, but none more so than those of valuing teamwork, continuously improving, caring and inclusive, all of which sit at the heart of this role.

At TBCG our staff are our greatest resources, and the Human Resources team are supporting circa 1,800 staff in all aspects of recruitment, HR, Learning & Development and payroll activities. We want our students to receive the best possible experience and outcomes from their time on our campuses and so work hard to recruit, attract and retain high-performing individuals committed to that goal.

The successful candidate will have a proven track record as a senior leader in HR with experience in all key areas and a Level 7 relevant qualification. Collaborative working, change and culture management and employee relations are also key areas of experience the role will require.

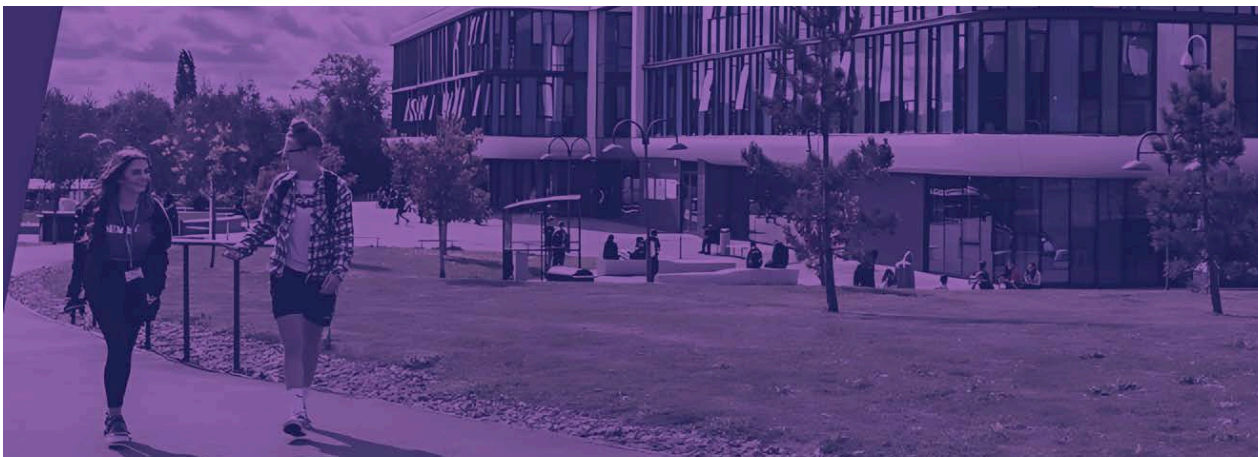
You will be coming to TBCG at an extremely exciting period of change, with our new CEO having commenced in January 2024 with a passionate commitment to, and vision of excellence that will take us forward in the next stage of TBCG's evolution.

Interested parties are strongly encouraged to contact our FE Associates recruitment partner, Amanda.Hart@fea.co.uk, to arrange an initial discussion prior to submitting an application.

With best wishes

Caroline Biddle

Executive Director of Organisational Development and People



About Us

TBCG is one of the largest FE providers in England and has grown rapidly in the last few years. Initially based on the old Bedford College site, through mergers and acquisitions, this year we have grown to have approximately 18,000 learners on multiple sites. In 2018, it successfully merged with Tresham College to create pan-Bedfordshire and North Northamptonshire provision based on the concept of developing regional market towns, and this has been boosted by Central Bedfordshire College (CBC) deciding to join the Group in February 2023. The Group has an Ofsted judgement of 'good', having rapidly improved the quality rating of Tresham on merger. These developments mean that TBCG has geographical sites in Bedford, Kettering, Corby, Wellingborough, Silverstone (housing a specialist motorsport facility), Shuttleworth (a land-based campus), and CBC sites in Dunstable and Leighton Buzzard.

Our strategic plan from 2022 to 2027 has a straightforward but challenging aim: 'to be the best and most authoritative further education provider in the South East Midlands'. This reflects both our current position as being the largest provider of FE in the region and also our ambition to be recognised as a system leader in national FE and a major source of civic leadership within our communities. TBCG is explicitly a regional institution and has no interest in being a national group or in growing for the sake of growth. Our rationale for expansion has been (and will continue to be) to achieve the benefits of regional integration, and its location is a major strength sited, as it is, within the southern part of the Oxford-Cambridge Arc and within easy commuting distance of London. Economic growth and employment opportunities are buoyant (under almost all economic models) and population growth and long-term demographic projections are strong. The region has genuine world-class employers with needs requiring world-class technical skills, and TBCG is committed to



making a substantial contribution with regional partners to achieving this. We are also aware that advances in digital technology will change many aspects of how FE operates and we intend to be a leader in this area as well.

Notwithstanding such ambitions, TBCG will remain a values-driven institution with its students and the communities it serves at its heart, and with a strong commitment to equality, diversity and inclusion (our strategic plan reaffirms this). TBCG has always striven to do what is best for its students and, thereby, to promote educational excellence by delivering programmes that stretch and challenge them. Continuing to enhance the quality of provision and student and employer satisfaction is at the heart of our strategic plan.

The strategic plan is available on our website and has been included on the FE Associates microsite for this role. The financial position of the Group is strong and it has a reputation in the sector for excellent financial management including having retained an ESFA financial rating of 'outstanding' for many years. Clearly, the national funding environment is difficult, particularly given inflation and the challenges of many aspects of staff recruitment and reward. Nonetheless, TBCG is better placed to weather such storms than the vast majority of the sector and we have a strong working relationship with our banks.

Our CEO, Yiannis Koursis OBE, continues to build on the Group's strong reputation, guiding us through the next phase of our journey. Yiannis has been transforming the lives of students for more than 17 years, having held senior roles in further education at colleges across the UK. In recognition of his exceptional contributions to social progress and development, he was awarded an OBE in 2022 and a fellowship from the Royal Society of Arts in 2020. Yiannis is a passionate national advocate for further education, championing its power to transform lives and tirelessly promoting the sector as a vital force for opportunity and growth.

We operate a model where each of our colleges has a designated Principal responsible for the day-to-day leadership of their respective campuses, ensuring the effective development and delivery of curriculum, teaching, and learning. The Business Development team, part of TBCG's professional services operations, is led at the Group level, serving the needs of stakeholders across each institutional region.



Job Description

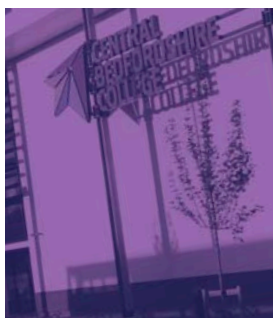
Job title:	Group Director of Organisational Development and People
Reports to:	Executive Director of Organisational Development and People
Direct reports:	Head of HR x2, Head of Recruitment, Head of Learning & Development, Payroll Team
Salary:	Competitive

Job Purpose

The Group Director of HR will provide leadership in all aspects of Human Resources and Organisational Development across the Group's portfolio of education provision. This role will ensure that OD and People practices are aligned with the College's vision and values, fostering a culture of inclusivity, professional development and high performance. The Group Director will lead the People function, implement strategies that enhance workforce effectiveness, and support the Bedford College Group (TBCG) in achieving its educational objectives and goals.

Priorities

- This is an inspirational role to drive the people experience agenda across TBCG, demonstrating the attributes and behaviours of TBCG's vision and values.
- To contribute to the development and implementation of strategies, plans and organisational climate, that will enable the Group to be an outstanding College and exceed the expectations of its staff, learners and employers.
- To ensure TBCG is agile to anticipate and respond to the educational landscape within the changing economic climate and to national, regional and local priorities. Ensuring TBCG is seen as an effective and responsive contributor to the communities it serves.
- To be an active and effective member of TBCG's Senior Leadership Team and to make a decisive contribution to the corporate development of the College.
- To build, develop and effectively manage the teams within the remit of the role using TBCG's performance management system to ensure high performance and business efficiency.



Key Responsibilities

Leadership and Strategy

- Lead and manage the OD and People functions, ensuring alignment with TBCG's strategic objectives.
- Develop and implement OD and People strategies that support the recruitment, development and retention of a skilled, motivated and diverse workforce.
- Provide expert advice to senior leaders on OD and People issues, contributing to TBCG's overall strategic planning.
- Champion TBCG's vision and values, ensuring that the OD and people strategy reflects a commitment to inclusivity, diversity and equality of opportunity.
- Lead on the delivery and outcomes of employee engagement activity through which colleague voice is heard, captured and responded to.
- Ensuring that organisation work climate and staff attitudes are regularly assessed across TBCG, and that arising priorities are actioned by leading on developing colleague wellbeing initiatives to support and enhance colleague experience.
- Ensure the development and effective application of employee communication policies and practices across TBCG in order to promote a culture of mutual support, co-operation and shared purpose across the organisation.
- Lead on developing innovative workforce wellbeing initiatives to support and enhance our employees' experience.

Human Resources Management

- Oversee recruitment and selection processes, ensuring they are efficient, inclusive and aligned with the College's needs.
- Lead on performance management, including staff appraisals, competency frameworks and performance improvement plans.
- Ensure that the College complies with all legal and regulatory requirements in relation to employment law, health and safety and safeguarding.
- Manage employee relations issues, providing guidance on conflict resolution, disciplinary and grievance procedures.
- Develop and implement competitive compensation and benefits strategies to attract and retain top talent.
- Positively supporting our partnership with relevant Trade Unions.
- Ensure an effective payroll is run each month with effective processes that meet all legislative requirements.

Organisational Development

- Lead initiatives to foster a positive organisational culture that promotes employee engagement, collaboration and continuous improvement.
- Develop and implement professional development programs to enhance the skills and capabilities of the College workforce, including leadership development, training and career progression.
- Oversee talent management strategies, including succession planning and leadership pipeline development.
- Support the development of a high-performance culture, ensuring that staff are motivated, productive and supported in their personal and professional growth.

Change Management

- Lead change initiatives, ensuring that staff are effectively supported during periods of transformation and change.
- Advise and support senior leadership on organisational restructuring, culture change and any other major operational changes.
- Promote a flexible and responsive approach to change, encouraging innovation, adaptability and a solutions-focused mindset.

Data and Reporting

- Monitor and report on key OD and People metrics, including employee turnover, engagement, absenteeism and other key performance indicators.
- Use data to identify trends, forecast future People needs and provide evidence-based recommendations to senior management.
- Ensure that People systems are accurate and up to date, maintaining records and data in accordance with College policies and legal requirements.

Team Management and Development

- Lead and develop the OD and People team, providing direction, support and mentorship to HR professionals.
- Ensure that the People team delivers high-quality services in recruitment, training, employee relations and other People functions.
- Promote a collaborative and supportive working environment within the OD and People team and across TBCG.



Equality, Diversity and Inclusion

- Support TBCG's equality & diversity agenda for enhancing colleague and student experience and the delivery of the Strategic Intention - Champions of Inclusivity.
- Support the effective delivery of the College's EDI Strategy.

College-Wide Responsibilities

- To attend other TBCG campuses for team management, meetings etc.
- To act as Duty Manager as assigned by rota.
- To support and participate in weekly ID checks and walk rounds.
- To support and participate in invigilation during exam periods.
- To support and participate in TBCG open days.

Statutory Duties

- SAFEGUARDING – To be responsible for promoting and safeguarding the welfare of children, young people and vulnerable adults and for raising any concerns in line with BCG policy and procedure.
- EQUALITY & DIVERSITY – To be responsible for promoting equality and diversity in line with BCG policy and procedure.
- HEALTH & SAFETY – To be responsible for following health and safety requirements in line with BCG policy and procedure.
- TRAINING & DEVELOPMENT – To participate proactively in training and development including any required qualification development.



Person Specification

Qualifications/Training

Essential

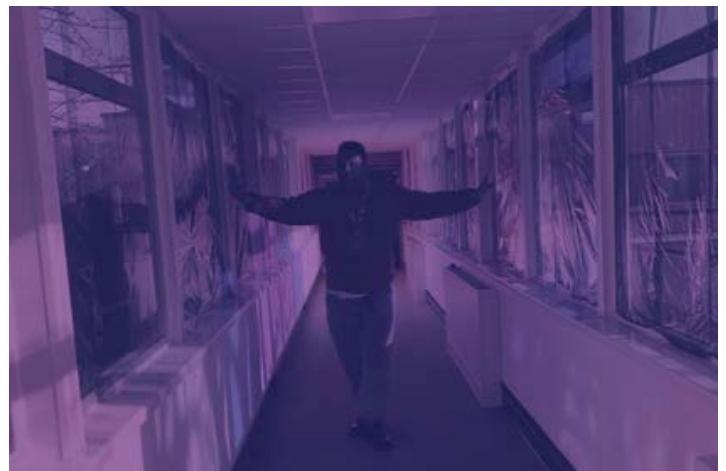
- Chartered Member of the CIPD (Chartered Institute of Personnel and Development) or equivalent Level 7 professional HR qualification.
- Evidence of ongoing professional development.

Desirable

- Degree in a relevant subject.

Essential Experience

- Significant experience in a senior HR or OD role.
- Experience of managing complex HR and OD projects, particularly within a large or multi-site organisation.
- In-depth knowledge of employment law, HR best practices and regulatory requirements in the UK.
- Experience of applying a range of HR processes and techniques, that enable the building of organisational capability and the creation of a high-performance culture.
- Experience of driving organisational change and shifting culture.
- Excellent skills in communications, listening to and influencing people – especially senior managers.



Essential Skills and Competencies

- Good understanding of organisation and business principles and practices, to enable the postholder to make a full contribution as a member of the Senior Leadership Team.
- Demonstrable training in and knowledge of employment law issues, reward, organisational planning, organisation development, employee relations and learning and development.
- Strong leadership skills with the ability to inspire and motivate teams, influence stakeholders and drive change.
- Excellent communication, negotiation and interpersonal skills.
- Excellent numeracy and analysing skills.
- Proven ability to develop and implement strategies that align with organisational goals.
- Strong analytical and problem-solving skills, with the ability to use data to inform decision-making.
- High levels of emotional intelligence and resilience, with the ability to manage challenging situations with diplomacy and professionalism.
- A strong commitment to the values of inclusion, equality and diversity.

Personal Attributes

- A proactive, solution-focused approach to work.
- A strong commitment to continuous professional development.
- Ability to work effectively under pressure and to tight deadlines.
- A collaborative and inclusive approach to leadership, fostering a culture of professional growth and high levels of staff engagement.
- A commitment and demonstration of behaviours to the mission and values of The Bedford College Group, with a focus on achieving the highest standards of teaching and learning.
- Resilience and adaptability in the face of challenges and change.
- A proactive and innovative mindset, with a focus on continuous improvement and excellence.

Additional Requirements

- Flexible approach to working hours, as required by the needs of the Group.
- Ability to travel between campuses or locations, as needed.
- A clear understanding of the appropriate professional boundaries and relationships that should be formed and maintained with children and young people.



The Bedford College Group

Terms and Conditions

The appointed candidate will receive the following:

- a competitive salary
- 35 days annual leave plus bank holidays
- a pension through the local government pension scheme

Key Dates

Closing date for applications:	9am Tuesday 28 January 2025
Shortlisting:	Monday 3 and Tuesday 4 February 2025
Interview date:	Thursday 13 February 2025

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The Application Process

We have retained FE Associates to support us in finding an outstanding individual to inspire excellent practice across our organisation. The application process is outlined below.

Initial Discussion and Recorded First-Stage Teams Interview

Prior to submitting an application, interested parties are advised to arrange an initial conversation with our FE Associates lead consultant, by emailing Amanda.Hart@fea.co.uk, to discuss the role before the closing date. Once it is agreed for you to proceed with an application, the lead consultant will schedule a first-stage interview via Teams with you which will take place before the closing date and will be recorded. Once this interview has been scheduled, you should submit your application. Please see the final page of this pack for full details on how to submit your application.

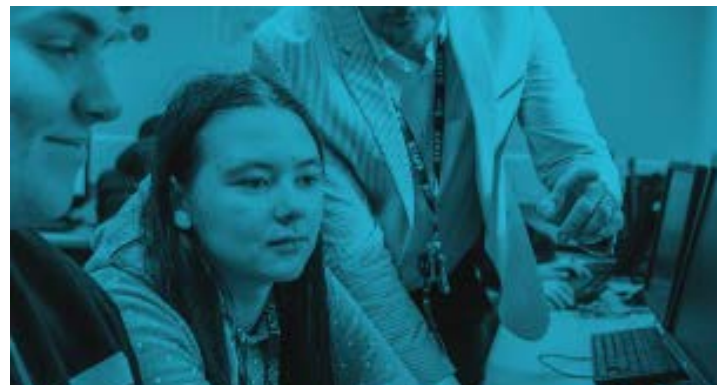
Shortlisting and Invitation to Interview

After the closing time/date, our lead consultant will send all applications and recorded first-stage discussions to the college for shortlisting. Once the shortlist has been agreed, candidates will be notified by the lead consultant and shortlisted candidates will be invited to a formal interview/selection process with the college.

Safer Recruitment and Due Diligence Checks

Applicants are advised that, as part of the statutory guidance on Keeping Children Safe in Education, colleges/training providers are advised to make arrangements for an online search as part of due diligence on shortlisted candidates. The searches are aimed to assist in identifying things said or done that may harm the organisation's reputation or make the candidate unsuitable to work with children, young people and vulnerable adults. Where a cause of concern arises from the online search, a risk assessment will determine whether the concern is of such a nature that it is appropriate to exclude a candidate from the process or whether a clarification discussion, before or during an interview, is needed.

This post is exempt from The Rehabilitation of Offenders Act 1974. The Rehabilitation of Offenders Act 1974 and the Exceptions Order 1975 provides information about which convictions must be declared during job applications and related exceptions and further information about filtering offences can be found in the DBS filtering guide. The Bedford College Group's policy on the employment of ex-offenders is available upon request. Candidates who are barred from working with children are reminded that it is a criminal offence to apply for this post.



Having obtained the full information from <https://www.fea.co.uk/tbcg-odp/>, discussed the role with Amanda Hart and scheduled your first-stage interview via Teams, you should email your application to recruitment@fea.co.uk in advance of the closing date and time (see Key Dates section). Applications received after this time will not be considered. Please note, CVs will not be accepted in place of, or in addition to, the application form.

Email Checklist

Please use the latest version of the application and ED forms found on the job page for this role and not older out-of-date versions. These forms are not compatible with IOS/MAC (Pages).

Ensure your email includes only the 2 forms necessary for your application (these forms are located with the candidate information pack on the FEA website jobs page for this role):

1. An Application Form with all sections completed including:

- An explanation of any gaps in your employment in **section 6**.
- A supporting statement which does not exceed the equivalent of 2 pages of A4 and is included as part of the form in **section 9** and not as a separate document. In this section, explain how you believe your knowledge, skills and experience match the criteria as stated in the person specification for this role (detailed in this candidate information pack).
- Please include 2 referees and their full postal and email addresses and their contact numbers in **section 10**. References are usually sought after the interview process and the college will not contact referees without your prior approval.
- Ensure you enter your name/e-signature and date in **section 11**.
- Save your completed form as a Word document with your surname, first name and the job reference as the filename i.e. Surname, First Name – tbcg-odp- Application.

2. The Equality and Diversity Monitoring Form.

- This is a Word format document. Please click **inside** each check box that applies to you.
- Once you have fully completed the form, please save this as a Word document with your surname, first name and the job reference as the filename i.e. Surname, First Name – tbcg-odp- ED.





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FEA **FE ASSOCIATES**

