

Director of People & Performance

Recruitment Pack

EMERGING
FUTURES

Creating opportunities
for change



emergingfutures.org.uk

Welcome

Thank you for your interest in the role of Director of People & Performance. This is an exciting and pivotal moment to join our organisation. We're embarking on our next five-year strategy, one that puts quality and people at the heart of everything we do.

As a key member of our Executive Leadership Team, you'll play a vital role in shaping our future. You'll provide both strategic vision and hands-on leadership across HR, Learning & Development, Quality, Risk, and Safeguarding. Your influence will help us nurture a culture of inclusion, accountability, and continuous learning, where every colleague feels valued, supported, and aligned with our mission.

We are proud to champion trauma-informed, person-centred approaches that empower individuals to rebuild their lives with dignity, purpose, and hope. More than half of our workforce bring lived experience of drug

or alcohol use, homelessness, and/or the criminal justice system and we deeply value the insight, empathy, and resilience this brings to our work.

This role is a rare opportunity to inspire and develop our people as we move into the next phase of growth. You'll help ensure our teams have the skills, confidence, and environment they need to deliver outstanding services and to thrive personally and professionally.

We're also proud to have achieved Silver accreditation in the 'We Invest in People' framework, a testament to our commitment to staff development and organisational excellence.

If you share our passion for making a meaningful difference and have the vision, energy, and leadership to drive our people strategy forward we'd love to hear from you.

Claire Bloor
Chief Executive Officer



About us

Emerging Futures works across the UK with adults affected by homelessness, drug and alcohol addiction, offering housing and community-based support.

Our mission is to support people to lead a stable, independent life free from crime and problematic substance use, so that they can thrive within their local community.

We believe that no one should suffer the stigma associated with addiction and homelessness, and that everyone seeking support should feel valued and respected.

Our offer

Change is not easy, but we believe most people can and will succeed in achieving their goals if they have three key assets:



Someone or something to love



Something positive to do



Somewhere safe to live

Our Housing

We offer professionally managed, high-quality housing for people who are homeless and impacted by drug and/or alcohol issues.

We understand that people benefit from varying levels of support depending on where they are in their recovery journey, so we provide a variety of shared and individual housing options to support our residents' needs.

By structuring our houses around the stages of an individual's recovery, we encourage people to connect with others in a similar situation and begin building their recovery capital.

Our work within the criminal justice system is a vital part of our mission to create opportunities for people to transform their lives. Individuals leaving prison often face multiple and complex challenges, and our criminal justice teams ensure that people have access to safe, supported accommodation and tailored community services upon release.



Our Community Support

We recognise the importance of offering different levels of support for people at all stages of recovery. From those who haven't started their journey yet, through to individuals who are established in their recovery but still want to stay connected to people in a similar situation.

For individuals who want to change their behaviours and reduce negative dependencies on drugs, alcohol and crime,

we offer Foundations of Recovery. A structured behaviour change programme, delivered in partnership with Change Grow Live, which takes the form of therapeutic group sessions.

Our family services offer a safe space for people who are affected by a loved one's addiction to connect with others in a similar position, build resilience and improve wellbeing.

Our Coaching

Coaching is at the heart of our approach to supporting those in our service and is delivered across all our projects from supported housing, family services and through our treatment partnerships.

The Emerging Futures **Coaching Essentials** training is an in-depth, 5-day programme focussed on introducing the skills needed to coach, mentor and support others wanting to make long term behavioural change.

Emerging Futures have been a member of the CPD Standards Office and were awarded Provider of Training Excellence status in 2024. The CPD accredited course entitles people to gain:

- ▶ A formal CPD-accredited certificate for 25 hours of CPD.
- ▶ 1 year's free membership to the CPD Institute.
- ▶ A pathway into volunteer roles within our organisation and others.
- ▶ A foundation for employment within the health and social care sector.





Where we work

We currently deliver housing and community support services across **10 different regions**.

- Lancashire
- Yorkshire
- Greater Manchester
- Cheshire East
- Liverpool & Merseyside
- West Midlands
- Norfolk
- Gloucestershire
- Hertfordshire
- East & West Sussex.

The value of lived experience

Our highly trained workforce includes many people that bring a lived experience of recovery from homelessness or drug and alcohol use, offering a vital and unique insight.

Others contribute learnt experience and include those who have been personally affected by a loved one's addiction or that have extensive backgrounds working in mental health and social care services.

It is the integration of these varied perspectives, combining lived experience with professional and sector-based expertise, that achieves fantastic results for the people we support.

Our structure

Emerging Futures is a CIC is a subsidiary of the registered charity Thrive Social Housing (TSH).

Thrive Social Housing

Thrive Social Housing (TSH) was established as a registered charity in 2021, and we are using social investment funding to grow and diversify our property portfolio to provide stable, high-quality homes for more people.

In 2022, a 10-year social finance loan from Social and Sustainable Capital (SASC) enabled TSH to purchase 10 properties as social housing stock. These properties are now being used in the group by Emerging Futures CIC to deliver much-needed recovery and housing services in Lancashire, Hertfordshire and Cheshire East.

Being the owner of property in our portfolio means that we can control the quality, health and safety of housing for our residents, together with ensuring its longevity.

Our Board

Emerging Futures and TSH have separate Boards who work closely together. The Chair for Emerging Futures is Tom Ebbutt, and the Chair for Thrive Social Housing is Michael Wemms.

Our Executive Team

Our senior management team is led by current Chief Executive Claire Bloor, and includes our Operations Director and Finance Director.

Profiles of our current Board members and management team are posted on our website [here](#).



Role description

The Director of People, Performance and Programmes will be a key member of the Executive Leadership Team, providing strategic and operational leadership and driving excellence across the EF HR, Learning & Development, Quality, Risk and Safeguarding functions.

We believe in trauma-informed, person-centred approaches that empower people to rebuild their lives with dignity, purpose and hope. We are proud that over 50% of our workforce have lived experience of drug and alcohol use, homelessness and/or the criminal justice system and recognise the benefits this brings. You will ensure our workforce is supported, skilled, and aligned with our values, while leading the continuous improvement of our services and programmes. You will also drive a culture of inclusion, accountability, and learning across the organisation.

This is a pivotal leadership role, supporting the Chief Executive and Board with organisational development, risk oversight, and the consistent delivery of high-quality, person-centred services.

This role is home based, however as you are leading remote teams across the country, very regular travel to EF sites/offices will be required.

Principle duties & responsibilities

Strategic Leadership

- ▶ Contribute to the overall strategic direction and success of EF as a core member of the Executive Team.
- ▶ Provide cross-functional leadership to HR, and Quality teams, working closely with the Director of Operations to ensure synergy across operational and support functions and Finance Director to ensure strategic financial management.
- ▶ Lead the development and delivery of organisational strategies related to people, culture, performance, quality and programme innovation.
- ▶ Ensure the charity remains responsive to emerging policy, commissioning, and practice trends in substance misuse and homelessness services.
- ▶ Ensure alignment between workforce development and the charity's service delivery ambitions and values.
- ▶ Line managing the Head of Quality, Risk and Safeguarding, the HR Lead and leading remote teams across England.

People, Culture & workforce development

- ▶ Provide strategic direction to the HR team, overseeing all aspects of people management including recruitment (including dynamic recruitment pathways), induction, employee relations, wellbeing, diversity and inclusion, and policy development.
- ▶ Oversee the design and delivery of workforce and learning and development strategies to build a highly skilled, compassionate, and trauma-informed workforce.
- ▶ Lead on staff development, leadership growth, and succession planning.
- ▶ Lead initiatives to support staff wellbeing, resilience, induction and retention.
- ▶ Champion a culture of inclusion, collaboration, accountability, and continuous learning.
- ▶ Overseeing the accreditation and validation of EF training/programmes e.g. IIP, LEC etc.
- ▶ Oversee development and implementation of people policies and practices that align with regulatory requirements and HR best practice, ensuring compliance with UK employment legislation.
- ▶ Work with our HR Business Partner and Employment Lawyers as appropriate.

Quality, Risk & Safeguarding

- ▶ Provide strategic oversight of quality assurance, clinical governance, safeguarding, and risk management across all services.
- ▶ Provide leadership to the Quality, Risk and Safeguarding team to ensure robust governance, compliance, and continuous improvement. Ensuring full compliance with regulatory bodies and relevant commissioners.
- ▶ Oversee safeguarding policies and procedures, ensuring best practice in protecting vulnerable adults and children.
- ▶ Lead on regulatory inspections and internal audit processes around risk and safeguarding.
- ▶ Promote a learning culture that embeds improvement, transparency, and accountability at all levels of the organisation.

Principle duties & responsibilities (continued)

Impact

- ▶ Oversee the design of outcome measurement frameworks for Emerging Futures services, ensuring that programme and service impact can be measured effectively.
- ▶ Ensure services are trauma-informed, person-centred, and delivered to contractual, financial, and regulatory standards.
- ▶ Lead on ensuring effective data use and analysis is embedded across EF, implement learning cycles, and make recommendations for organisational improvement.
- ▶ Work alongside the Operations Director and senior operations team to lead service innovation, overseeing work with frontline teams, working with commissioners, and engaging with service users to shape and improve delivery models.
- ▶ Oversee the monitoring and evaluate service performance against KPIs, using data to inform planning, reporting, and improvement initiatives.

Collaboration & Representation

- ▶ Act as a senior representative of Emerging Futures in external forums, including commissioners, partnerships, and sector networks.
- ▶ Build strong relationships across departments and services to drive integration, innovation, and impact.
- ▶ Support funding and communications teams with subject matter expertise and strategic input.



Skills & experience

Essential

Qualifications

- ▶ Level 7 CIPD Advanced Diploma in Strategic People Management or equivalent, plus relevant experience.

Skills & Experience

- ▶ Proven senior leadership experience in HR (ideally at Head of HR or Director level).
- ▶ Strong understanding of UK employment law, HR best practice, and workforce development.
- ▶ Senior leadership experience in a similar cross-functional role within the voluntary, housing, health, or social care sector.
- ▶ Proven ability to lead multi-disciplinary teams.
- ▶ Strategic understanding of workforce, service delivery, and governance issues in substance use, homelessness, or complex needs sectors.
- ▶ Strong knowledge of safeguarding, regulatory compliance, risk management, and performance improvement frameworks.

- ▶ Demonstrated success in embedding quality and assurance frameworks across complex, dispersed services.
- ▶ Excellent interpersonal, influencing, and stakeholder engagement skills, including Board-level reporting.
- ▶ Demonstrable commitment to equality, diversity, and inclusion, and trauma-informed practice.
- ▶ Track record of driving organisational culture change and operational excellence.
- ▶ Track record of developing and measuring impactful programmes and services.
- ▶ Proven senior leadership experience in HR, organisational development, or programme management in a social care, health or charitable setting.
- ▶ Track record on budget management and financial acumen.
- ▶ Experience of successfully leading remote teams.

Desirable

Qualifications

- ▶ Chartered CIPD Membership.
- ▶ Postgraduate HRM qualification (e.g. MSc in HRM or PGDip in Human Resource Management).
- ▶ ILM Level 5 or 7 in Coaching and Mentoring.

Skills & Experience

- ▶ Lived experience and/or professional knowledge of the issues facing people affected by homelessness or substance use.
- ▶ Understanding of data protection, health and safety, and corporate governance in the voluntary sector.

Email: recruitment@emergingfutures.org.uk
Phone: 03330 124 714

   @emergingfuturescic