



Candidate Pack for Director of Human Resources and Organisational Development

Welcome

The Federation of Small Businesses (FSB) is the voice of our members and the 5.5 million-strong small business and self-employed community. We exist to protect those who start out on their own, and work hard to build and sustain their business, by making sure we're on their side when they need help. We provide services and support when they are needed most, and we connect the like-minded small businesses in all local communities across the UK. We also exist to promote the very concept of starting your own small business, celebrating the benefits it brings and encouraging the next generation of start-ups.

We also connect our members with government in its many forms. We inform and lobby the Government in Westminster, the devolved nations and local decision-makers on the range of issues that matter to our members – small businesses and the self-employed. Through our campaigning we bring attention to the day-to-day issues and impacts business owners face, and propose those practical solutions which will help, and that those in power can adopt. This gives a powerful collective voice to those who make decisions across the UK. Our research makes an impact for example, through our 'Big Voice' community survey which creates a true grassroots picture and enables our members to have their say and share their experience.

To ensure we work to our optimum level, we are now looking for an exceptional Director of Human Resources and Organisational Development. This role sits at the heart of the executive team, and at the heart of our business. Your role will be fundamental to the organisation's strategy going forward and will enable you to lever all your skills. These will include your expertise and experience in harnessing digital and other technologies to analyse, anticipate and support our workforce ambitions to drive the best decisions which affect our people, policies and bottom line.

This is a significant senior appointment. Leading a small team, you will have considerable influence. You will of course be commercially astute, resilient, visionary, but also a professional with the highest levels of integrity in approach and practice, and with a real empathy towards our employees and members. With excellent verbal communication skills, you will be flexible and adaptable with the ability to thrive in ambiguity. Problem solving and the skills to quickly assimilate information will also be critical.

This is a hugely exciting time to join the FSB. We have a future-facing digital infrastructure, innovative commercial ambitions for 2025 and an unwavering commitment to support our members in the face of continual change and challenges. Lastly, as we near the end of our 2024 50th anniversary celebrations, we will be firmly looking to the future, and there has never been a better time to get involved to help us define what we plan to do in our next 50 years.

The FSB is a great place to work. Come join us and make a lasting impact on small business throughout the country.

Julie Lilley

CEO
Federation of Small Business

About us

The Federation of Small Businesses (FSB) is a 'not-for-profit' organisation, formed in 1974, and has been making the case to the Government and political decision-makers at all levels on the issues that matter to our members. We are proud of our heritage as the UK's grassroots business organisation, representing small businesses and the self-employed across the UK, in every nation, region and local community.

At UK Government level, recent FSB wins for our members include:

- Government commitment to new measures to tackle late payments from large corporates and the public sector.
- The Employment Allowance more than doubled from £5,000 to £10,500 each and every year from April 2025.
- Extension of the one-year National Insurance relief for small businesses which employ an armed forces veteran.
- An increase in the VAT threshold from £85,000 to £90,000.
- Cuts in Class 4 self-employed National Insurance Contributions, reducing the rate from 9% to 6%.
- Removal of the requirement for the self-employed to pay Class 2 National Insurance Contributions.
- Small business multiplier frozen on business rates in England, cancelling the scheduled inflation-linked increase.
- A further year of business rates relief for small firms in retail, hospitality and leisure, in England, in 2025/26.
- Legislation to make assaults on retail workers a stand-alone crime.
- Expansion of the Energy Ombudsman, allowing SMEs with up to 50 employees to access redress.
- Expansion of the training that is eligible for tax relief for the self-employed.
- All apprenticeship training costs for young apprentices employed at small businesses now covered by Government.
- UK Government commitments on reducing barriers to UK-EU trade.
- The Recovery Loan Scheme (renamed the Growth Guarantee Scheme) extended by two years until 2026.

Since FSB's inception, we have also developed and extended our membership offer to include an essential set of products and services, designed to assist with the difficult problems that small businesses face in today's economy, including 24/7 legal advice, free access to legal documents, tax investigation, workplace pensions, occupational health and healthcare, action for late payments and solutions for Making Tax Digital. The services for members constantly evolve to provide solutions and support relevant to the current business challenges.

With communications activities around both FSB's lobbying and the practical solutions for members, FSB goes from strength to strength and is featured daily across all media, from headline slots on national and regional television, radio, online and print media, to engagement and digital advocacy through social media channels.



500,000+ community

From sole traders to small employers, we're here for all small businesses in all sectors.



Since 1974

For decades, we've been the voice of millions of small businesses across the UK.

As experts in business, we offer our members a wide range of vital business services including advice, financial expertise, support and a powerful voice heard in government. Our mission is to help smaller businesses achieve their ambitions.

Established 50 years ago to help our members succeed in business, we are a non-profit making and non-party political organisation that's led by our members, for our members.

Members receive an exclusive package of great value business services including advice, financial products and support. The benefits include protection in the case of tax inspection, legal and HR advice, as well as local networking groups and business banking.

FSB is also the UK's leading business campaigner, focused on delivering change which supports smaller businesses to grow and succeed. Our policy and advocacy team in Westminster focuses on UK and English policy issues. Further to this, our expert teams in Glasgow, Cardiff and Belfast work with governments, elected members and decision-makers in Scotland, Wales and Northern Ireland.

Our Mission

Our mission is to help smaller businesses survive through these difficult times and ultimately achieve their ambitions.

Principal objectives:

1. To be fully representative of the whole UK small business community.
2. To provide support, advice and practical solutions to our membership community.
3. To advocate on behalf of small businesses and the self-employed, providing a powerful voice heard by Governments and key decision makers.
4. To manage FSB's financial resources in a manner that ensures best value for members and safeguards FSB for the future.

Our Impact

The 5.5 million small businesses in the UK make up 99.3 per cent of all private sector businesses. They contribute a staggering amount to the UK's local and national economies, as well as being a major source of employment. We encourage our members to get involved with our work – from engaging with our campaigns, to standing in our local and national member volunteer elections. Together, we are stronger.

Job description

Job title:	Director of Human Resources and Organisational Development
Reports to:	Chief Executive
Direct reports:	HR team – 3 people

Role purpose:

As a member of the Senior Management Team, to provide the people strategy and drive strategic leadership across the organisation, in consideration of best HR practice and advice from the legal underwriter.

Key Areas of Accountability:

- Draft a business continuity plan, manage the departmental risk register and draft and manage the departmental budget working with the Chief Financial Officer to ensure resource efficiencies across the wider organisation

Human Resources

- Develop and deliver the HR strategy to enable the FSB to recruit, retain, reward and develop highly motivated employees committed to the ethos of the organisation
- Draft, review, monitor and ensure compliance with HR related policies and procedures
- Lead on the development of pay and remuneration processes to design reward and recognition solutions which enable the strategic objectives of FSB to be met
- Provide guidance and support line managers in developing their skills and ability to use appropriate tools when managing performance within their teams to ensure all levels of performance are dealt with in an appropriate and timely manner
- Keep abreast of changes and developments in the HR field to ensure FSB policies and procedures reflect ongoing good practice
- Co-ordinate and manage recruitment and training budgets across whole of FSB, sourcing the most cost effective and measurable solutions to enhance performance
- Monitor and develop activity which is supportive of the culture and behaviours required to deliver the business plan

Health & Safety and Facilities

- Develop a Health and Safety Strategy that is appropriate for the organisation, to proactively manage the risks associated with operational activity
- Ensure FSB's compliance with all relevant health and safety legislation and good practice
- Proactively manage the facilities of all FSB office buildings, and ensure maintenance plans are created and implemented

To undertake other duties relevant to the Department's activities commensurate with the level of the post and as directed by the CEO.

Person specification

Knowledge and experience

- Experience as a member of a multi-disciplinary, senior/executive team in an organisation required to generate revenues with responsibility for HR
- Experience leading on strategic change programmes and corporate wide restructures with a particular emphasis on workforce capabilities, cost and profitability
- Experience working with and supporting, volunteers and committees
- Experience formulating and delivering strategic plans which contribute to the corporate business plan and KPIs
- Experience leading on ESG initiatives at a companywide level
- Knowledge of technical aspects of employment law and HR best practice
- Knowledge of best practice around ESG initiatives and EDI
- MCIPD qualified
- Experience of both the commercial and not for profit sector (desirable)
- Experience the small business sector (desirable)
- FCIPD, MBD or CIPD Level 7 qualified (desirable)
- Knowledge of the issues pertaining to the small business sector (desirable)

Skills and abilities

- Collaboration and negotiation with leaders and teams from a wide range of backgrounds, experience and knowledge
- Leadership of teams and development of talent
- Expert written communication skills and the drafting of complex and technical documents that are both legally compliant and written in plain English
- Verbal communication skills and the ability to present to large groups of people

Styles and behaviours

- Flexible and adaptable with the ability to change approach based on emerging situations
- Problem solving and the ability to quickly assimilate information to propose practical solutions

Specific requirements

- Occasional travel across the UK

Terms of appointment

Salary

The salary for this role is circa £90,000 per annum on a full-time permanent basis.

Location

Head Office, Blackpool

Hybrid (min 3 days per week in the office)

Pension

FSB offers a Group Personal Pension (GPP) and will match employee pension contributions up to a maximum 6% with the minimum contribution FSB will match being 10% applicable on completion of the probationary period

Annual leave

34 paid holidays per year including bank holidays

Additional benefits

- A choice of private medical insurance or a health cashplan – family cover
- Enhanced Maternity and Paternity Pay
- Legal Advice line
- Help@Hand Employee Assistance Provider
- FSB Insurance – buildings, contents, motor, personal accident, travel

Insured products – applicable on successful completion of the probationary period and subject to the insurer's terms

- Critical Illness - Pays out a tax-free lump sum if you are diagnosed with a serious illness like a heart attack, stroke or cancer.
- Income protection - Pays you a continuing monthly income benefit if you are unable to work because of a long-term illness or injury. Cover is a percentage of your Basic Salary

Flex Pot – applicable on completion of the probationary period

FSB employees are offered a 'Flex Pot' of £2682.00 per annum (£223.50 per month) to spend on benefits of their choice from the following list:

- Additional Pension
- Holiday buy (3 days)
- Holiday sell (2 days)
- Additional Critical Illness Cover - Up to 4x Salary
- Cycle to work scheme
- Discounted Gym Membership
- Partner Health Cashplan

How to apply

We hope you will consider making an application. To make an application, please go to <https://starfishsearch.com/jobs/fsb-dir-hr-od/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date:	Friday 10th January 2025
Preliminary interviews:	w/c Monday 20th January and w/c Monday 27th January 2025
Final Panel interviews:	w/c Monday 10th February 2025

Equality, Diversity and Inclusion

FSB is committed to and values diversity and inclusion in everything we do. The strength of FSB rests on the diversity of our self-employed and small business owners who reflect the whole of the UK business population, both as members and volunteers. With this, we want to ensure all small business owners and the self-employed, from whichever communities they belong, feel welcome and a part of FSB.

We do not condone discrimination of any kind and we aspire to have a diverse and inclusive environment, where everyone is able to bring their whole self to any volunteering role they undertake. We would therefore welcome applicants from all backgrounds.

We are committed to ensure our selection processes are barrier free. Please let us know if you need any adjustments or changes to be made to the selection process because of a disability or long-term health condition by emailing accessibility@fsb.org.uk or by calling 0141 343 7307.

Find out more

Further information can be found on our [website](#) and the FSB's Annual Report and Accounts are available [here](#).

For more information about FSB visit [our website](#).

If you require this document in an alternative format please email accessability@fsb.org.uk

