



# Executive Director of People & Culture

January 2026



# Welcome

Thank you for your interest in joining Certitude as our next Executive Director of People and Culture.

Certitude is a dynamic, people-and purpose-focused organisation with a proud 30+ year history of supporting people with learning disabilities, autism, and mental health needs, with a talented workforce of c1700 colleagues, a strong balance sheet and a healthy turnover of around £70m a year. While our roots are firmly in London, we have recently expanded beyond the capital, bringing our values-driven approach to new communities and strengthening our impact across a wider footprint. This growth creates exciting opportunities for leadership influence - ensuring our culture of inclusion and excellence is embedded consistently across diverse localities.

I am incredibly proud of the vibrant and inclusive environment we have built, where colleagues feel deeply engaged and connected to our mission. This sense of purpose fosters ambition and collaboration, with colleagues recognising the vital role they play in making a real difference. Equality, diversity, and inclusion are integral to our way of working, and we strive to create a workplace where everyone feels valued, supported, and empowered to excel.

You would be joining us at a pivotal time. Our 'Being Local' Forward Plan sets out three ambitions for the next three years:

- To provide brilliant local support
- To be a strong and capable organisation
- To be a valued and sought-after strategic partner

As we grow and respond to increasing complexity in the social care environment, we know that protecting and strengthening our ethos requires confident, thoughtful leadership. The Executive Director of People and Culture will play a critical role in shaping our future - leading change that strengthens our culture, champions our values, and ensures our colleagues are engaged and supported to deliver their best work.

This is a unique opportunity for an experienced and inclusive leader with a strong background in organisational development and a proven ability to influence and build relationships at every level. You will inspire trust, foster collaboration, and lead with authenticity - helping us navigate change while keeping people at the heart of everything we do. You will champion progressive approaches to employee engagement and development, ensuring colleagues have the tools, resources, and opportunities to grow and thrive. Your leadership will help us attract and retain talent, build resilience, and create a future-ready workforce.

Equally important, you will be a passionate ambassador for Certitude - internally and externally -representing our values and vision with confidence and credibility. You will engage stakeholders, strengthen partnerships, and enhance our reputation as an employer of choice and a trusted provider.

You will join a highly motivated and collaborative Executive Team who work together to make a positive impact on the lives of the people we support, create a great place to work for our colleagues, and deliver real value to commissioners and partners. Our culture embraces challenge and creativity, with a willingness to innovate and try new approaches until we find what works best.

If you share our passion for inclusion and excellence, and if you have the vision and expertise to help us shape the future, we would love to hear from you.

Warm regards,

**Aisling Duffy**  
**Chief Executive, Certitude**

# About us

Certitude is London's leading adult social care provider for people with learning disabilities, autistic people, and people with mental health support needs.

As a not-for-profit organisation, we're proud to have supported people across London since 1990.

## We believe everyone is unique

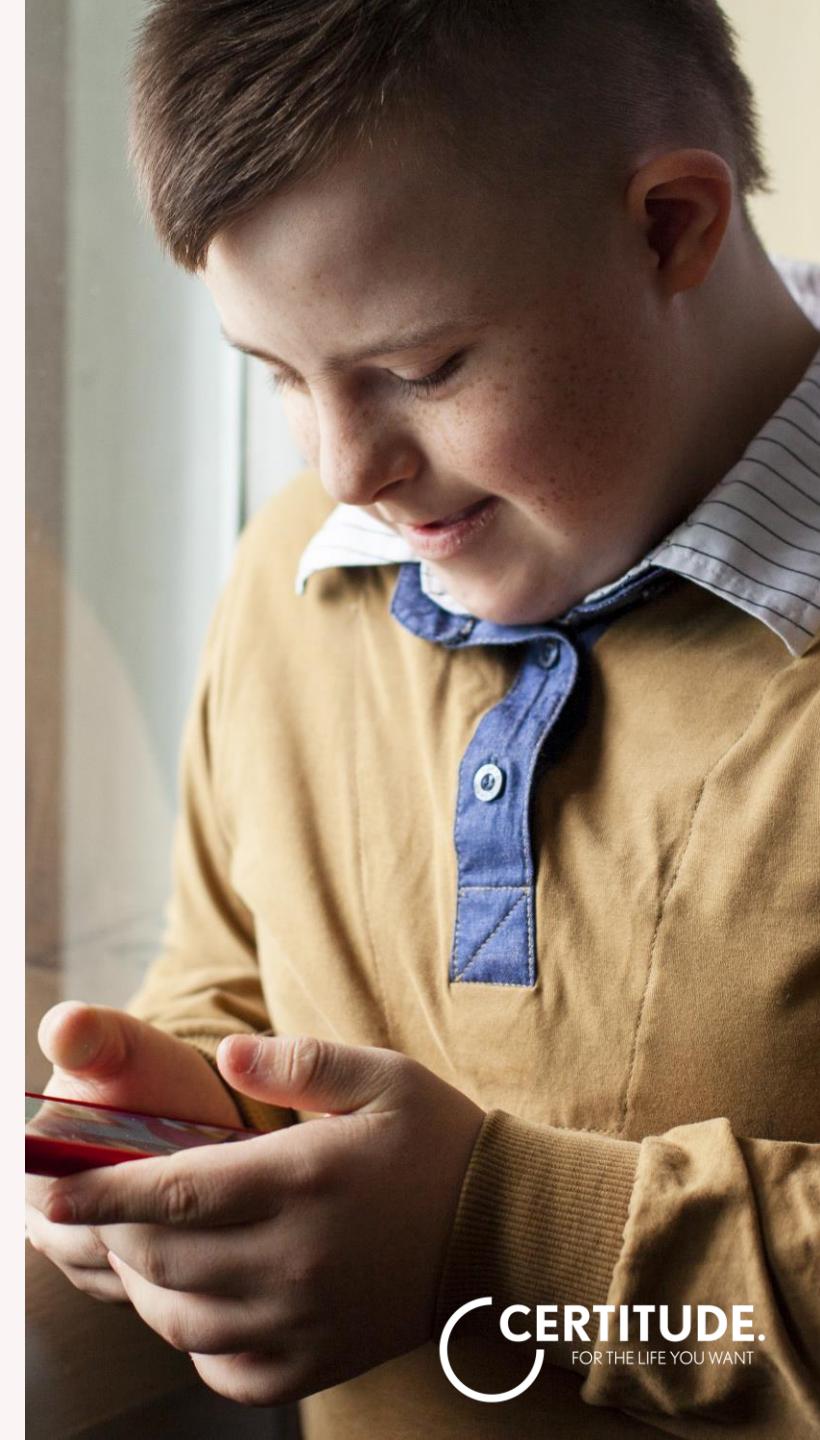
Our mission is to support people to develop new skills, meet new people and live the life they want – so they can bring their own unique brilliance to the world. From essential round-the-clock support, to helping rebuild connections in the community, our support includes:

- Supported Living
- Registered Care
- Mental Health Support
- Specialist Support
- Community Support
- Shared Lives

# Our Values

We all experience the world in different ways. We all have our own hopes and dreams, goals and ambitions. We believe there is strength in this diversity – and nowhere is that more evident than in London. This is reflected in our organisational values which underpin everything we do.

- Inspired by people
- Continuously improving
- Trustworthy and dependable
- Working together



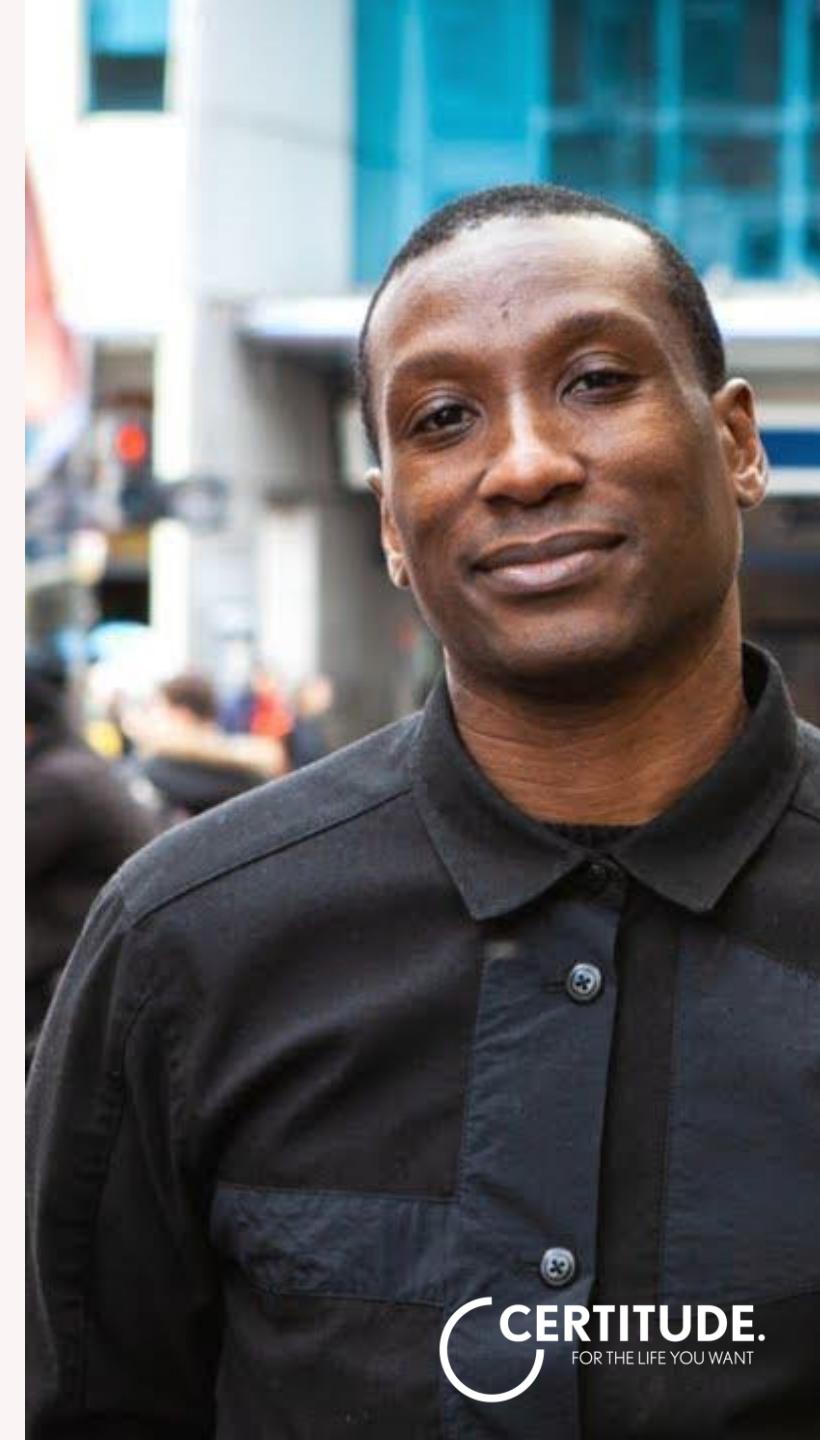
# Our Strategy - Being Local

Our 'Being Local' Strategy builds on our successes and outlines our plans for the future. To support this, we also will be looking to you to support and develop our People, Culture & OD Strategy, and our Diversity and Inclusion Strategy. These are available to be viewed on the [Starfish Search website here](#).

## How will we achieve them?

By continuing to do the things that work, whilst adapting and innovating to continue to be at the forefront of person-centred support. The links below will show you how and why we do what we do.

- [What we do](#)
- [Our Impact](#)
- [Campaigns](#)



# Job description

**Job title:** Executive Director of People & Culture

**Reports to:** Chief Executive

## Role purpose:

Certitude exists to support and enable people with learning disabilities, mental health needs and autistic people to live the lives they choose. The role of the Executive Director of People & Culture is a key member of the Executive Team with collective responsibility for contributing to the strategic direction, growth, development, quality and financial performance of Certitude.

Working to the Chief Executive and Board, the postholder is specifically accountable for all matters relating to our workforce and organisational development to support the organisation to deliver its strategic ambitions and 2032 Destinations.

- Recruitment, retention, talent management, development, performance management and reward strategies to support the evolving needs and expectations of the organisation and promote a culture of learning, high performance and colleague recognition
- Employee engagement and wellbeing initiatives to support a strong culture of diversity and inclusion and develop effective methods for a strong employee voice to be heard, listened to and acted on by the Executive Team and other leaders
- Work closely with the Executive Director of Quality and Operations to ensure the development of effective workforce planning and organisational design that enables us to anticipate and respond to the evolving needs of the business

## The Executive Director of People & Culture will ensure:

- Development and execution of a People & Culture strategy to optimise Certitude's people resources, skills and talent and reinforce an inclusive, quality focused and person-centred culture
- A highly effective People, learning and Organisational Development Directorate that delivers excellent customer service, effective business partnering with localities and central teams and a commitment to quality and continuous improvement
- Inspirational values driven leadership and management of the People & L&OD Directorate and contribution to the wider strategic leadership of Certitude as a member of the Executive Team
- Visionary and collaborative approach in driving and embedding organisational development and cultural change, including the use of digital and data to improve organisational effectiveness and to ensure the organisation excels in delivering its objectives

# Job description

## Main responsibilities

### Strategic Leadership

- Work collaboratively with the Chief Executive and Executive Team in the strategic leadership of the organisation and deputising for the CEO as required
- Serve as a strategic advisor to the CEO, Executive Team and the Board on all people matters which affect the business and contribute to the overall strategic development of Certitude
- Promote collaborative working between directorates to deliver strategic priorities and embed the Locality Design
- Work closely with the Executive Director of Quality and Operations to lead the Organisational Development agenda, including culture change required to embed the Locality Design in line with budgets and strategic priorities
- Ensure that any corporate risks are recorded on the risk register and reported to the Executive Team, relevant committees and the Board
- Provide leadership to the implementation and monitoring of the Quality Assurance and Quality Improvement framework, assuming responsibility for any associated improvement plans relevant to the People Directorate
- Build effective relationships with Board members and provide written reports and presentations for Board Meetings, Away Days and committees as required, including leadership of the People and OD Committee working with the Chair
- Take a proactive approach to promoting Certitude externally, acting as an ambassador for the organisation's approach and values

### People Strategy, Workforce and Organisational Development

- Develop and execute a People Strategy that aligns with the organisation's vision, mission, and strategic objectives
- Design and lead the People team to deliver exceptional HR and Learning & Organisational Development business partnering support to localities and central teams
- Lead, develop, motivate and inspire talent in Certitude; coach and support the development of a high-performing and capable senior leadership team
- Drive initiatives that support the organisation's strategic goals, including workforce planning, leadership development and succession planning
- Ensure that the organisation has an effective Learning and Development function to meet regulatory requirements for essential training and to support the organisation's strategic ambitions, including the successful operation of the Qualifications Centre and maximising external funding
- In partnership with the Executive Team, develop the organisation's Reward Strategy for approval by the Remuneration Committee and Board
- Ensure compliance with employment laws and regulations and ensure effective engagement with Finance colleagues in budget setting and strategic planning
- Maintain an active awareness of best practice and legislative changes relevant to the function and work with colleagues as appropriate to implement organisational responses

# Job description

## Main responsibilities

### Engagement and Internal Communications

- The Executive Director of People & Culture is at the forefront of cultivating a customer-centric culture and maximising the contribution of the organisation's human capital
- Develop and sustain a leading-edge employee engagement and wellbeing offer, ensuring cost-effective programmes and initiatives that promote a positive and fulfilling colleague experience
- Ensure Certitude has a strong and embedded approach to Diversity and Inclusion for colleagues and people we support, and is representative of the communities it serves
- Ensure the internal communications strategy and its implementation support effective colleague engagement, and are fully aligned with the organisation's strategic plan, transformation programme, culture, values and behaviours

### Relationships

- Promote the work of the organisation, by developing effective external networks and partnerships with other sector-based organisations, funding bodies, regulators, relevant commercial organisations, and community groups
- Liaise with external agencies and build partnerships to ensure understanding and continued delivery of standards in line with regulatory or legislative requirements as they affect our workforce

### Personal Development

- Engage fully in professional development and reflective practice, including learning, development and coaching support, regular one-to-one and annual review meetings with the CEO, completion of mandatory training, and modelling Certitude's core values, behaviours, equality, diversity, health and safety standards, while demonstrating openness to change in a dynamic organisational environment



# Person specification

## Knowledge and experience

- An experienced, high calibre People professional who has worked at Director level, with a proven ability to combine both strategic and operational leadership and drive a progressive agenda
- Advising and consulting CEO, Exec Directors and Managers on strategic and complex people and organisational development issues
- Leading and driving cultural change and innovation to improve performance and outcomes within a complex organisation
- Developing, implementing and monitoring effective policies, procedures and use of digital systems in HR, talent management and organisational development
- Developing strong business partnering relationships with colleagues, external contacts and stakeholders built on trust and respect
- Managing commercial arrangements with external suppliers and return on investment
- Experience of using and embedding digital solutions to enable change
- Experience of developing effective and creative approaches to support staff health and wellbeing
- Working within the social care sector (commercial or not for profit)

## Skills and abilities

- Able to build leadership credibility, rapport and influence internally and externally
- Able to take a big picture view and contribute to an executive team outside of own specialism
- Able to work collaboratively and as part of a team
- Able to work autonomously, you will be a highly motivated and emotionally resilient individual
- Able to manage and motivate colleagues to achieve high levels of performance
- Able to deal with ambiguity and change, comfortably handling risk and uncertainty
- Commercially astute and aware of the competition and able to respond tactically and strategically
- Highly effective written, verbal and presentational communication skills, able to facilitate groups and present convincingly at all levels
- Financial acumen, able to adopt an innovative yet risk aware approach to development and delivery
- Able to drive change in complex environments that require strong and sensitive stakeholder management
- Able to negotiate skilfully in tough situations appropriately direct, forceful and diplomatic while maintaining relationships
- Passionate about own and others' development

# Terms of appointment

## Salary

The salary for this role is c.£100,000 per annum on a full-time permanent basis.

## Location

Hybrid with regular office attendance in Balham and at other sites including visits to our houses (services).

## Pension

3% employers, 5% employee contributions

## Annual leave

27 days rising to 29 with service

## Additional benefits

- Life Assurance: 3 x salary
- Sick Pay: 4 weeks full pay, increasing to 8 weeks full pay and 8 weeks half pay with service.
- Flexible Working: We are happy to discuss flexible working options.
- Employee Assistance Programme
- Cycle to Work Scheme

# How to apply

We hope you will consider making an application. To make an application, please visit the [\*\*Starfish Search website here\*\*](#) 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:** Monday 23rd February 2026

**Preliminary interviews:** w/c Monday 9th March & w/c Monday 16th March 2026

**Final Panel interviews:** w/c 23rd March 2026