

Job Requirements



Job Title	Reporting to	Responsible for
Chief People Officer	Chief Executive	Multi-disciplinary team of HR professionals
Approximate: £125,000		

This document outlines requirements of the job role and person specification. It is intended to give the post holder an appreciation of the role and range of duties to be undertaken. It does not attempt to detail every activity. Specific tasks and objectives will be agreed with the post holder at regular intervals.

Job Purpose

BPAS are an independent healthcare charity which, for more than 55 years, has been advocating and caring for women and couples who decide to end a pregnancy. We are the leading specialist of abortion advice and treatment in the UK, supporting over 100,000 women a year in over 50 healthcare clinics nationwide.

We are entering a period of significant change for our organisation, and our workforce, having emerged from a difficult period we launched our new Strategy, putting our people and our patients at the heart of the organisation. Our Executive restructure, led by the new CEO, is now complete and this role will be a key member of the new team, helping deliver our ambitious strategy

BPAS' vision is for a society in which women are trusted to make their own reproductive choices with access to the information and services needed to exercise those choices. The Chief People Officer is an integral part of the Executive Leadership Team, with collective responsibility, for the strategic leadership, performance and sustainability of the organisation. The CPO leads the people, culture, and organisational development agenda, ensuring the charity is a fair, inclusive, and values-led employer, equipped with the leadership capability, workforce capacity, and organisational resilience required to deliver high-quality reproductive healthcare. The role holds accountability for the design and stewardship of the employee experience across the full employee lifecycle - from attraction and development through to retention and transition - ensuring that BPAS' values are consistently translated into everyday practice, leadership behaviours and ways of working.

As a values-driven leader, the CPO inspires staff, Trustees and wider stakeholders, fostering a culture grounded in trust, compassion and accountability. Through strategic insight and partnership with the CEO and Executive colleagues, the role plays a central part in guiding BPAS through a significant and stretching period of organisational evolution.

Principle Duties and Responsibilities

1. Executive Leadership and Strategy

- 1.1. Be an integral part of the Executive Leadership sharing corporate responsibility with executive colleagues for the development of the BPAS strategy, financial and cost improvement plan
- 1.2. Provide strong visible leadership and shape the People Directorate to effectively support the organisation in delivering high quality patient care.
- 1.3. Develop and lead a comprehensive People Strategy and Organisational Development plan aligned to BPAS' mission, values, and strategic objectives providing expertise to the Executive Leadership team

and the Board. Act as a strategic partner to senior leaders in the design and evolution of organisational and operating models, ensuring they are fit for current delivery and future organisational needs

- 1.4. Develop and lead the implementation of an Organisational Development Strategy, that integrates people planning, organisational design, leadership capability, and change management in line with the BPAS' mission, vision, values, charitable aims and strategic objectives.
- 1.5. Work with senior leaders to develop leadership capacity and capability within the organisation at all levels, enabling consistent, accountable leadership that drives performance, engagement and flexible workforce.
- 1.6. Ensure employee feedback, engagement data and appropriate external benchmarks are used to drive continuous improvement in employee experience, wellbeing and organisational culture.
- 1.7. Deliver and embed an effective approach to talent management and succession planning to support leadership development, continuity and workforce sustainability.
- 1.8. Ensure equality and diversity is championed and fully integrated into all aspects of the Organisational Development and People agenda

2. Functional Leadership and Assurance

Through clear strategic direction, objective-setting, leadership and skills development, and performance management of the People function, ensure:

- 2.1. Effective strategic partnering with Executive and senior leaders to enable long-term workforce planning and alignment of people priorities, organisational capacity and service delivery requirements, supporting both current and future needs.
- 2.2. Effective provision and ongoing development of high-quality, responsive and well-governed people services, including HR operations, payroll, employee relations, learning and development, resourcing and wellbeing, supported by clear roadmaps, performance expectations and continuous improvement.
- 2.3. Recruitment approaches that continue to strengthen BPAS' reputation as an employer of choice and supporting the attraction, retention and development of high-quality staff aligned to organisational values.
- 2.4. The development and sponsorship of the organisation's equality, diversity and inclusion strategy, ensuring inclusive practice is embedded across people services, leadership behaviours and organisational culture.
- 2.5. A coherent and effective Organisational Development Strategy and initiatives aligned to business priorities to support leadership capability, ways of working and high-quality healthcare provision.
- 2.6. Effective employee engagement and experience approaches, integrated within the wider People Plan, contributing to a positive, inclusive and supportive working environment where people feel a sense of belonging and are able to perform at their best.
- 2.7. Effective staff voice mechanisms, including the BPAS People Forum, ensuring meaningful employee involvement, trust-building and constructive dialogue across the organisation.
- 2.8. Reward, recognition and benefits approaches, that are fair, transparent and support engagement, retention and organisational sustainability.
- 2.9. Staff feedback, engagement insight and appropriate benchmarking are used to inform action, track progress and support continuous improvement in employee experience and organisational culture.
- 2.10. Oversight of internal communication and engagement mechanisms, ensuring staff are informed, aligned and able to contribute to organisational priorities
- 2.11. Robust reporting, metrics and insight on both the performance of the People function and the wider workforce are in place, providing meaningful assurance to the Executive and Board, informing decision-making, identifying risk and enabling continuous improvement.

3. Performance Management & Professional Standards

- 3.1. Ensure that there is strong culture and supporting systems in place that enables individuals to discharge their professional obligations to raise concerns openly and safely
- 3.2. Develop a framework to ensure a strong infrastructure for leadership,
- 3.3. Use performance insight and workforce data to anticipate risk and opportunity, and work with leaders to agree and monitor appropriate improvement actions where performance requires support
- 3.4. Where delivery does not meet the required standards, ensure appropriate improvement actions are agreed and supported to secure sustainable improvement
- 3.5. Set clear expectations for direct reports, provide support and development, and hold individuals appropriately to account for delivery and performance
- 3.6. Ensure BPAS' training provision is effective, efficient and financially sustainable, aligned to current and future organisational priorities..
- 3.7. Ensure appropriate workforce and training data and insight are available to support workforce development, assurance and informed decision-making.
- 3.8. Ensure a culture of continuous professional development is embedded within the organisation.
- 3.9. Ensure that CPD and further development investments link to organisational priorities and plans.
- 3.10. Personally, promote a culture of openness and transparency in line with the duty of candour and ensure incidents of poor care and harm are reported and investigated openly and widely and that clear changes and improvements to practice are implemented within the agreed governance framework.

4. Governance & Quality

- 4.1. Advise and report on key matters relating to people governance, employment practice, legislative and case law development and minimise any potential disruptions to the organisation as a result of employee relations issues.
- 4.2. Ensure the development, implementation and monitoring of effective employment policies and procedures that promote fair and consistent people management, positive practice. Employee relations, and compliance with employment legislation and relevant codes of practice.
- 4.3. Ensure meaningful workforce metrics and insight are in place to assess performance, , engagement, and overall effectiveness to identify trends, and implement strategies for continuous improvement
- 4.4. Provide strategic workforce insights to support evidence-based decision making, strengthening people practices and workforce management in line with in line with recognised data and improvement approaches, including the 'Making Data Count' and Statistical Process Control approaches
- 4.5. Ensure effective systems, processes and controls are established and maintained, to ensure organisational governance and risk management.
- 4.6. Ensure robust arrangements are in place to maintain the highest standards of corporate and clinical governance are maintained.

5. Financial Management

- 5.1. Sponsor and oversee the development of business cases, including the assessment of people related implications and ensuring that a post-implementation review of approved business cases is undertaken.
- 5.2. Undertake and fulfil budgetary responsibilities associated with directorate
- 5.3. Support delegated budget holders and ensure that they successfully fulfil their financial responsibilities and meet the financial competencies required in their role.
- 5.4. Operate within the agreed income and expenditure budget, working to ensure financial performance is optimised.

5.5. Provide adherence to BPAS Delegated Authorities and work with relevant colleagues to ensure that controls and processes are in place to achieve financial balance.

6. General

- 6.1. Ensure that colleagues are treated fairly and can speak openly, behave at all time in a non-discriminatory way and challenge any behaviour of others that does not reflect the BPAS values.
- 6.2. Leads by example reflecting the organisational values, committed to equity and inclusion and passionate about the development of others
- 6.3. Understands the nature of an Executive Leadership appointment, particularly responsibilities towards the governance of the organisation in line with Charities Commission, CQC and NHS England expectations and regulations.
- 6.4. Adheres to BPAS Information Governance requirements, treating all information as confidential and abides by the Data Protection Act.
- 6.5. Complies with the policies of the organisation including BPAS health, safety and environment.
- 6.6. Adheres to BPAS Infection Control Policies and makes every effort to maintain high standards of Infection Control at all times (recognising that Infection Control is everyone's responsibility, whether clinical or non-clinical)
- 6.7. Takes responsibility to safeguard young people and to protect vulnerable adults. Ensures that policies and legislation relating to child protection and safeguarding of children, young people and vulnerable adults are adhered to. Embodies and promotes an approach where all staff are aware of their individual responsibilities to report any safeguarding concerns and ensures they know the correct escalation and referral mechanisms in their area of work.
- 6.8. Demonstrates personal commitment and contribution to effective teamwork across the full range of BPAS activities including the maintenance of effective liaison with internal and external key people and organisations.
- 6.9. Values, promotes and commits to equality of opportunity, equity, diversity and inclusion. Endeavours to integrate these values into all activities.
- 6.10. Attends training relevant to role and as provided, and actively and continuously reviews all work-related activities to contribute and suggest areas for improvement.
- 6.11. Undertakes any other tasks which are commensurate with the level and responsibilities of the post.

Executive Leadership Team

The following qualities, traits and skills are deemed essential for Executive Leaders guiding BPAS towards success, making critical decisions and inspiring others to achieve their best.

- 1. Vision:** Able to articulate a clear and compelling vision for the future of the organisation to inspire and motivate others to work towards common goals.
- 2. Strategic thinking:** Able to think strategically and anticipate future challenges and opportunities. Skilled at developing long-term plans and setting priorities to achieve strategic objectives.
- 3. Decisiveness:** Able to make tough decisions and act, particularly in uncertain or high-pressure situations. Skilled at gathering relevant information, weighing pros and cons, and able to act decisively to contribute to moving the organisation forward.
- 4. Emotional intelligence:** Able to understand and manage own emotions and empathise with others. Aware of wider-team feelings and motivations, and able to use this understanding to build positive relationships

5. **Integrity:** Demonstrates ethical and inclusive leadership, gaining the trust and respect of employees and stakeholders. Acts honestly and transparently, making equity and inclusiveness a reality through leading by example, adhering to ethical principles and organisational values.
6. **Communication:** Demonstrates effective communication skills through ability to convey vision, goals, and expectations clearly - inspiring others through words and actions.
7. **Adaptability & Flexibility:** Able to evolve, adapt and thrive throughout changing environments and circumstances. Demonstrated ability to foster positive work environments in all situations.
8. **Innovation & Improvement:** Embraces innovation and continual improvement, remaining open to new ideas and approaches. Encourages creativity within the organisation, staying ahead of latest developments and competition and adapting to changing market conditions.
9. **Accountability:** Takes responsibility for the actions and the outcomes of their decisions. Demonstrates ability to hold themselves and their team accountable for meeting objectives and learning from mistakes.
10. **Delegation & Empowerment:** Able to delegate appropriately and effectively and, by doing so, empowers and develops others, by providing resources, support, and opportunities for growth. Fosters a culture of collaboration and recognises outstanding performance.
11. **Resilience:** Demonstrates ability to bounce back from setbacks and maintain composure under pressure, staying focused and able to offer guidance to others through challenging times.
12. **Strategic Networking:** Builds strong networks of relationships with key stakeholders, peers, and industry leaders to provide valuable insights, partnerships, and support. Prioritises and maintains visibility throughout the organisation.

Person Specification

(‘Desirable’ Criteria are marked in Italics)

Education / Qualifications / Training / Experience

- CIPD qualified with In-depth knowledge of HR and OD acquired through training and / or equivalent experience
- Qualified in Human Resources Management, Employment Law or related business management
- Evidence of experience in strategy development and implementation
- Successful track record in the leadership of people and teams including line management
- Recent experience of contributing to organisational change and development
- Track record of delivery of high standards of quality against challenging objectives and timescales
- Experience of working in charitable / health care sector and / or regulated environment

Knowledge & Skills

- Strong understanding of all aspects of human resources management, including workforce planning, learning and development, recruitment and retention, pay and reward systems, personal development and performance management systems, development of employment policies and procedures, staff health and well-being issues
- Strong knowledge of employment law and human resources management best practice
- An understanding of healthcare planning process and key national reproductive healthcare issues
- Highly effective communication skills – must be able to articulate complex issues to a wide range of recipients, both written and verbally

- Excellent presentation skills with the ability to engage and influence diverse audiences.
- Strong interpersonal and negotiating skills, with the ability to engage, build and sustain relationships both within BPAS and within external organisations.
- Able to demonstrate sound financial management skills and understand business centred approach to healthcare provision.
- Able to take 'tough' decisions and calculated risks and see required action through.
- Demonstrates strong commitment to action to achieve equality and diversity in the NHS workforce and for the community.
- Ability to share vision and engender ownership in others.
- Exhibits a drive, energy and enthusiasm and resilience to drive through and achieve end results and improvements.

Values & Behaviours

- Possesses a genuine passion for the organisation's charitable aims, mission, vision and values
- Able to lead with compassion and empathy whilst remaining clear on expectations and deliverables
- Able to maintain strict confidentiality
- Remains clam under pressure
- Possesses drive, enthusiasm and energy
- Builds professional and personal credibility to gain support
- Confidence in ability to deliver
- Ability to work under pressure
- Committed to equality, diversity and inclusion and anti-racism

General

- Able to travel to other sites, and work additional hours as necessary
- Able to participate in the on call rota outside of core working hours if required
- Commitment to a woman's right to choose abortion

	Agreed by manager / employer	Agreed by job holder
Signature		
Print Name		
Date		

Date of last review: Jan 2026

Terms & Conditions of Employment

Job Title: Chief People Officer

Location: Home working with days in Head Office Leamington Spa and BPAS Units when required.

BPAS Head Office, Orion House, Athena Drive, Tachbrook Park, Leamington Spa, CV34 6RQ

Salary: £125,000

Hours Per Week: 36 hours Monday to Friday

NB: Shifts that are longer than 6 hours, will include a 30 minutes unpaid break.

On call

All members of the C-Suite will be required to participate in an on-call rota. The On-Call policy and procedure is being reviewed and revised, and will be discussed in further details once finalised

Holidays:

34 days per year, including Bank Holidays. (Pro-rata for part time staff)

Life Assurance:

Cover equivalent to 3 times salary

Pension Scheme:

You will become an active member of the BPAS personal pension plan after 3 months of employment if you are an 'eligible jobholder' under auto-enrolment rules (or if not, you can choose to join). You will also have the opportunity to contribute more than the statutory minimum into the pension scheme, on a sliding scale, with BPAS contributing a maximum 7% of salary.

Training:

At BPAS our staff are our most important asset. It is policy that staff participate in appropriate training and development opportunities to enable them to perform their job to a degree that assures clients of a quality service and provides personal satisfaction to the member of staff. This may involve travelling to Head Office or other UK locations.

Working with us:

Alongside a supportive and friendly working environment, BPAS has generous benefits including life assurance cover at 3 times salary, 34 days annual leave per year and a defined contribution pension scheme you will also have access to our employee benefits programme through BHSF which includes special health and wellbeing services, as well as lifestyle offers for you and your family. This includes various salary sacrifice schemes, counselling services and free private GP appointments.

Safer Recruitment at BPAS:

BPAS is committed to safeguarding and promoting the welfare of vulnerable adults, children and young people through the adoption of a safer recruitment framework in the hiring of new applicants which includes a number of pre-employment checks.

Safer recruitment at BPAS ensures a thorough review and assessment of the skills, qualifications, experience and values of all applicants in relation to working with vulnerable people. It is vital that candidates who are recruited at BPAS are safe and contribute to high standards of client care. The selection and recruitment of applicants will be conducted in a professional and responsive way in compliance with current employment and safeguarding legislation

Fit & Proper Persons

BPAS must ensure that all Director and Board appointments meet the 'fit and proper persons test' - the regulations place a duty on NHS providers not to appoint a person or allow a person to continue in their role if this test is not met.

The requirements of Regulation 5 of the Regulated Activities are that the following requirements must be satisfied to appoint to a director / Board role;

- The individual is of good character
- The individual has the qualifications, competence skills and experience which are necessary for the relevant office or position or the work for which they are employed

- The individual is able by reason of their health, after reasonable adjustments are made, to properly perform tasks which are intrinsic to the office or position for which they are appointed or to the work for which they are employed
- The individual has not been responsible for, privy to, contributed to or facilitated any serious misconduct or mismanagement (whether unlawful or not) in the course of carrying on a regulated activity or providing a service elsewhere which, if provided in England, would be a regulated activity; and,
- None of the grounds of unfitness specified in Part 1 schedule 4 apply to the individual (as per the Regulated Activities Regulations).

Full List of FPPR Checks/Tests

As outlined in the NHSE Framework, a full Fit and Proper Person assessment will consist of:

- Self-attestation / declaration form signed
- Right to Work / Identity checks
- Employment history:*
 - To include detail of all job titles, organisation departments, dates, and role descriptions.
 - Any gaps that are because of any protected characteristics, as defined in the Equality Act 2010, do not need to be explained.
- Board member reference (if applicable)*
- Employment / Professional / Character References:* (see section 5.4 of the policy)
- Highest level of qualification check (relevant to the position)
- Date of professional register check (e.g. membership of professional bodies)
- Disqualification from being a charity trustee check
- Disqualified directors register check
- Financial Integrity check (which covers bankruptcy, insolvency, CCJs and Court Orders)
- Compliance and Sanctions Database check
- Employment tribunal judgement check
- Disciplinary findings
 - any upheld findings concerning employee behaviour, such as misconduct or mismanagement, this includes grievances (upheld) against the individual,
 - any whistleblowing / FtSU claims against the individual (upheld)
 - any disclosures regarding ongoing and discontinued investigations relating to Disciplinary / Grievance / Whistleblowing / Employee behaviour should also be recorded.
- Social media check
- Type (and date) of DBS disclosed* †
- Date of Occupational Health clearance*†

* Fields marked with an asterisk (*) – these do not require validation as part of the annual FPPR unless a specific reason arises. However, these fields should still be updated in the event of a change to the information held.

† While not requiring annual validation, checks will be refreshed and reviewed on a three-year cycle.

How To Apply

To submit an application, please email recruitment@bpas.org with the reference CPO and include the below:

- A Curriculum Vitae (CV) with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and e-mail addresses.
- A supporting statement that should outline your motivation for applying, what you believe you can bring to the role, and how your skills and experience align with the role description and candidate profile. (No more than 1 page)
- Responses to the application questions below

Application Questions

1. Give us an example of a time when you have led in a values-driven way.
2. What are your views on abortion? How do you feel about patients returning multiple times for abortion care?
3. Describe your approach to aligning people strategy with business objectives. Give an example where you drove this alignment and what the measurable impact was.
4. How have you transformed an organisation's culture? What was your methodology and how did you measure success?

Indicative Timetable:

Closing date for applications: Sunday 7th June 2026

Preliminary Interviews (In London): 25th June 2026

Final Interviews (Full day - In London): 16th July 2026