TUDOR TRUST

tudortrust.org.uk

People Practice Lead

Recruitment Pack



About Us

Tudor is an endowed foundation, with a wide remit to resource organisations who are building a more just future. We hold £210m in assets, and in 2026/2027, are committing £25m to grants and investments. With a long-standing commitment to grassroots communities, we are putting our money where power belongs.

We recognise that philanthropy has traditionally held power in ways that reinforce injustice - through its investments, programmatic priorities and funding allocations. We believe this form of exercising 'power over' should be rebalanced by fostering power 'with' and 'power within'. This means placing communities and individuals at the heart of our learning, providing resources to support their collective ambitions for transformative change in society.

To address the power imbalances within philanthropy, Tudor undertook a transformative shift to reshape every aspect of our work: from establishing a more independent governance structure to rethinking what we do with our resources and refining our operational systems, policies and practices. This led to the creation of the 'Change We Seek' framework which underpins our commitment to advance racial justice by resourcing power within communities. We want our grant-making to be purposeful, responsive, and led by the wisdom of communities who understand racial justice as a lens for community transformation and self-determination.

Tudor works in emergence - finding our place in the ecosystem of systems change and racial justice. Learning has become a cornerstone for driving meaningful and systemic change, and we actively incorporate our Justice, Equity, Diversity, Inclusion and Belonging (JEDIB) principles into our policies, roles, governance and leadership.

> **We are putting our money where power belongs**

Our Behaviours and Ways of Working

We have a strong commitment to people and culture, which we live through our behaviours framework so we are accountable to each other and to our communities. Our internal practices focus on learning and systems thinking so that we can be iterative, based on how our understanding evolves about the complexity and interconnectivity between different parts of the system.

Bravery

Standing by our convictions even when it feels hard.

Compassion

Practicing forgiveness and empathy towards ourselves and others.

Creativity

Reimagining for a more just world.

Curiosity

Showing openness and deep listening with the intention of learning.

Humility

Accepting responsibility and respecting people and planet.

Integrity

Aligning our behaviours with our actions

About the Role

Key Information



Salary:
Up to £65,000 per annum FTE (pro-rata for part- time)

Working Hours:
Part-time:
4 -5 days per week (tbc)

Contract:
Permanent

Location:
Hybrid working arrangements - at least 3 days per week in the office (if full time)



Close working relationships:
Senior Leadership Team (SLT), Culture Practice Lead, Operations Team

Reports to:
Associate Director (Governance, Operations & Finance

Direct Reports:
None currently

Closing Date:
16 November 2026

Our Interview Process

If you are invited to interview for our role, you can expect the following process:

- **25 November** - Stage 1: Interview (online)
- **2 December** - Final Stage: Interview (in person)

Role Purpose

The People Practice Lead is a new, permanent role that is a dedicated internal People & Culture (P&C) role. The postholder will be the organisation's principal in-house authority on people matters day to day - operating with real autonomy, and trusted to advise directly on employment, compliance and reward decisions, as well as wider people policies.

This is a senior individual-contributor role: it carries ownership and decision-making weight, without sitting on SLT and without line management responsibility, which is what allows it to stay close to practice rather than being pulled into organisational management.

The Tudor Trust has regularly worked with external consultants and fractional leads, and will continue to do so. However, the expectation is that by increasing our internal capability, Tudor's reliance on external support will be reduced.



Context

The Tudor Trust is a transformed funder with a mission to advance racial justice through investing in communities creating systems in which everyone can thrive. We are strategically committed to working in ways that are highly relational and in partnership with those we resource. We work in emergence, through systems thinking, so we can continue to flex and move strategically as we learn more through our grantmaking. This approach underpins our commitment to culture. We are deepening a practice, through a behaviours framework, to strengthen an approach to collective care and accountability. Given we understand emergence, Culture ultimately sits with the CEO, who is responsible for embodying it at the highest level and setting its tone across the organisation.

The People Practice role, and its peer role of Culture Practice Lead, together are critical to our strategy, particularly as we move from a period of transformation to building long-term strategy. Both roles are designed to hold our People & Culture commitment together from different but complementary angles. The Culture Practice and People Practice roles exist to translate that culture into daily practice. Where the Culture Practice Lead holds the theory and integrity to working in emergence - the practice, rhythms and disciplines of how Tudor works - the People Practice Lead translates that into the day-to-day reality: pastoral support, employment compliance, and the operational grounding that allows the theory to actually land. The two roles are expected to pair and co-facilitate regularly.

As well as focusing on the people-facing, compliance and practice elements of P&C - the areas requiring professional judgement and employment expertise - the role will also be responsible for undertaking the operational and administrative elements of HR such as recruitment coordination and scheduling, payroll, pensions and day-to-day HR administration. We anticipate this being c 15% of the role.

Specific Responsibilities

1 Strategic contribution

- Contribute people expertise and facilitate the broader redesign of Tudor's people and culture approach in support of its racial justice commitments.
- Bring, and further develop, knowledge and skills in organisational development and people strategy, working alongside the Culture Practice Lead and Associate Director.
- Listen-for and present to SLT people-related challenges and propose care-centred solutions.
- Cultivate reflective practice in Tudor's people and culture approach and strategy, with the ability to know when to allow initiatives to embed and when to course-correct.
- Translate culture practice (the theory) into everyday people support (the practice).
- Take increasing ownership of strategic P&C areas over time, with mentoring and support from the external P&C Consultant available as required.
- Support the team to feel genuinely part of Tudor's wider work, helping close the gap between operational / support functions and the programmatic team.

2 Team pastoral support

- Support the team to build individual and collective regulation, healthy boundaries and honest feedback into everyday working, so that care and accountability strengthen rather than compete with each other.
- Be a consistent, trusted first point of contact for the team on day-to-day people matters that might affect how someone shows up at work.
- Coordinate reasonable adjustments and ensure requests for support are followed through, so nothing falls through the cracks.
- Contribute a people and care lens with intention and dignity to organisational moments such as onboarding, team transitions and endings.
- Hold this pastoral role with clear boundaries – this role is expected to be a coach and mentor-style presence that helps staff access the right support.

3 Employment compliance and practice

- Own and maintain Tudor's HR policies and handbook end to end, ensuring they stay legally compliant, accessible and reflective of Tudor's values.
- Act as Tudor's principal internal authority on employment law and compliance - proactively tracking incoming legislative changes, judging its implications for Tudor, and advising the Associate Director and CEO directly on what action is needed.
- Handle employee relations matters directly and with confidence, escalating to the external employment lawyer only where genuinely specialist input is needed - so that routine and moderately complex casework stays in house.
- Work closely with the Culture Practice Lead so that compliance requirements (e.g. safeguarding, harassment prevention) are reflected in real practice.
- Responsible for the update, maintenance and development of the HR system, BreatheHR.

4 Pay, reward and salary benchmarking

- Lead on salary benchmarking and pay review processes, working closely with the Associate Director.
- Support the implementation of Tudor's pay equity review, once options have been agreed with SLT and the Board.
- Maintain a clear, fair and well-documented approach to salary administration, in partnership with the Operations team.
- Responsibility for monthly updates and oversight of the payroll process.

5 Recruitment, onboarding and offboarding

- Lead the design of recruitment processes: job descriptions, advertising, shortlisting criteria and interview pack design, ensuring processes reflect Tudor's values and commitment to equity and actively reduce bias from the process.
- Support the SLT with developing and planning the rational for new roles, and how they sit in the wider structure.
- Support hiring managers with recruitment coordination, interview scheduling, interview preparation and post-interview follow-up.
- Design and lead a warm, well-structured onboarding experience for new joiners, and administering the contractual and system-based elements of onboarding.
- Oversee Tudor's commitment to good exits through careful planning of career development opportunities, and supporting individual employees to plan for their futures beyond Tudor.

About You

If Tudor's mission resonates with you and this role sparks your interest, we'd love to hear from you, even if your experience isn't a perfect match on paper.

- Experience in people experience and people and culture - evidenced through a formal qualification (at least CIPD level 5) or equivalent experience.
- Genuine commitment to social justice, particularly racial justice, and to deepening practices that align to Tudor's way of working.
- A confident, independent operator: track record of owning P&C processes and employee relations casework end-to-end in a small to medium organisation, with the ability to apply employment law. Comfortable being the most senior people voice in the room day-to-day, advising SLT with judgement and confidence while knowing when specialist legal input is needed.
- Experience of recruitment process design and onboarding; comfortable leading on coordination and logistics.
- Experience in the charity, foundation or social sector is desirable but not essential. However, you must have a genuine commitment to our mission and our highly relational approach.
- Organised, thorough and reliable, able to manage a wide range of people matters without dropping detail.
- A clear, warm communicator - written and verbal who the team will feel genuinely comfortable approaching.
- Good judgement, with the discretion and trustworthiness to handle sensitive and confidential information with care.
- A starter-finisher who sees processes through from beginning to end.
- Comfortable working as a peer alongside the Culture Practice Lead and within a small team, where everyone's contribution is visible.
- Curious and keen to grow - this role is designed to develop in scope and seniority over time.
- Commitment to learning and unlearning to learn - the postholder will be able to access mentoring and development as part of their role and should be open to that investment.
- Aligned with Tudor's values: collaborative, brave, curious and honest.

Our Commitment to Justice, Equity, Diversity, Inclusion and Belonging

> **Tudor values and celebrates the differences that make us who we are.**

We respect the unique differences that everyone brings to the table, whether it's age, cultural heritage, disability, ethnicity, race, gender, gender identity and expression, sexual orientation, or social background. We encourage people from all backgrounds to apply.

If you'd like to know more about the role before you apply, and would like to chat to one of the team, please email resources@tudortrust.org.uk.

We are committed to making our recruitment process accessible. Please let us know if you require any adjustments at any stage of application, interview or within your role.



How to Apply

We'd love to hear from you.

Please submit a CV and supporting statement in **one** document by email to: resources@tudortrust.org.uk. by 16 November 2026.
Please outline why you are interested in this role and how your experience, skills and values align with what we are looking for.

The supporting statement can be completed in one of four different ways:

- Written covering letter (no more than 2 sides)
- Powerpoint (no more than 5 slides)
- Audio recording (no more than 5 mins)
- Video recording (no more than 5 mins)

External recruitment agencies are not engaged at this stage. Direct applications only please.

Using AI in your application

AI tools are part of how many people prepare applications now, and we're not asking you to avoid them. What matters is that the examples and achievements you share are genuinely yours: we want to understand your skills, experiences and achievements.

Using AI to check grammar or help structure your thoughts is fine, however presenting fabricated or borrowed experience as your own isn't. If you use AI tools for accessibility reasons, we fully support this.

Please note that we may use tools that can identify AI-generated content, so please use AI to support your voice rather than replace it. A useful check: you should be able to speak to everything in your application, in your own words at interview.

Tudor does not use AI to assess applications or make hiring decisions: these judgements are made by our team. AI supports some administrative processes, such as transcription and interview summaries.

If you'd like to discuss any adjustments to the application or interview process, please get in touch at our Resources team at resources@tudortrust.org.uk