



Role: Strategic People Business Partner

Directorate: People

Salary Band: Band 9

Post reference: CEO61

Job Evaluation Date: September 2026

Role Statement of purpose

To act as the lead Strategic People Business Partner and interface for an allocated CELT function, working as an integral member of its senior leadership arrangements to understand business priorities, shape and deliver the functional people plan, and provide evidence-based advice, constructive challenge and organisational insight.

The role will translate functional strategies into workforce, organisation, leadership, capability, culture and colleague priorities; commission and integrate interventions from Centres of Excellence and specialist teams; and lead complex strategic people projects and organisational change that improve organisational effectiveness, capability, colleague experience and delivery of TfGM priorities

The role will also ensure that workforce decisions are informed by robust people insight, organisational intelligence and digital workforce planning capability, working with specialist teams to maximise the value of People systems, analytics and organisational data.

Reports to: Head of People Operations and Business Partnering

Key Role Outputs (KROs) <i>these set out what must be achieved for the post holder to be successful in the role</i>		Key Actions <i>These set out how the KROs will be achieved – the activities required</i>
1.	Strong strategic business partnering with allocated CELT function	• Build and maintain a trusted, credible and appropriately challenging relationship with the allocated CELT member, Directors, Heads of Service and senior leadership teams. • Operate as the senior People interface between the allocated function and the People Directorate, ensuring People priorities are understood,

		prioritised and delivered in line with organisational objectives. • Participate in relevant senior leadership and governance arrangements, providing professional advice, organisational insight and challenge so that people implications are identified early and reflected in business decisions. • Maintain a detailed understanding of the function's strategy, operating model, financial context, workforce, risks, delivery priorities and customer impact. • Provide clear, balanced and evidence-based options and recommendations where priorities conflict, information is incomplete, or decisions have significant organisational consequences. • Provide strategic challenge and independent professional advice on organisational effectiveness, leadership capability, inclusion, workforce sustainability and culture.
2.	Functional people planning and delivery of TfGM priorities	• Lead the development, agreement and regular review of a prioritised functional people plan aligned to the TfGM Business Plan, People Plan, People Promise and relevant directorate objectives. • Integrate workforce planning, organisational design, leadership capability, talent, succession, inclusion, engagement, wellbeing, performance and culture priorities into a coherent plan. • <u>Support Definition of</u> outcomes, measures, dependencies, risks, resource requirements and governance for the functional people plan. • Ensure functional people plans are informed by workforce analytics, equality data, colleague insight, labour market intelligence and future workforce requirements. • Hold senior stakeholders and commissioned People teams to account for agreed actions, milestones and outcomes. • Identify themes and systemic issues that require People Directorate, CELT or organisation-wide intervention, and influence People Directorate priorities accordingly.
3.	Workforce insight, analytics and organisational intelligence	• Use people information, casework themes, engagement insight, workforce data, performance evidence, financial information and qualitative feedback to identify root causes, risks and opportunities.

		• Utilise workforce insight, analytics and organisational intelligence produced by the People Shared Services and Information Team to identify organisational risks, opportunities and strategic workforce priorities • Interpret and present data in a clear narrative for senior leaders, distinguishing isolated issues from systemic organisational risks. • Recommend commissioning of further analysis where evidence is incomplete and use insight to develop practical recommendations and interventions. • Evaluate the impact of People activity and use evidence to refine priorities, improve outcomes and support effective decision-making.
4.	Commissioning and integration of Centres of Excellence and specialist People services	• Diagnose the underlying business need with senior leaders before agreeing the most appropriate People intervention. • Develop clear commissioning briefs for Centres of Excellence and specialist teams, setting out intended outcomes, scope, priority, measures, accountabilities, dependencies and timescales. • Commission support and interventions from Employee Relations and Policy, Organisational Development and Culture, Talent Acquisition and Inclusion, People Shared Services and Information, reward, Finance, Legal, Communications and other specialists as required. • Retain strategic oversight of commissioned activity while enabling the relevant specialist team to lead professional design, delivery and governance. • Resolve competing priorities and hand-off issues so that the allocated function experiences a coherent, customer-focused People service. • Review delivery, value for money, customer experience and benefits realisation, reshaping activity where outcomes are not being achieved. • Ensure specialist interventions appropriately address inclusion, wellbeing, organisational culture and workforce sustainability objectives.
5.	Organisational design, workforce planning and change leadership	• Advise the allocated function on future operating models, organisational design, spans and layers, workforce composition, capability requirements and leadership implications.

		• Ensure organisational design activity considers digital operating models, workforce automation, future skills requirements and long-term organisational capability. • Delivery of the people strategy and governance for complex restructures, transformation programmes, service changes and changes to delivery models, with escalation to the Head of People Operations where required • Develop evidence-based cases for change, people impact assessments, options appraisals, consultation approaches and benefits measures. • Work with Finance colleagues to assess affordability, cost, benefits and value for money, ensuring leaders understand the people, financial and organisational implications of options. • Ensure key components of organisational change, including project management, communications planning, colleague engagement, consultation and implementation planning, are deployed effectively. • Work with Employee Relations and Policy colleagues to ensure employment law, equality, policy, consultation and industrial relations considerations are addressed.
6.	Strategic people projects and transformation	• Lead complex strategic People projects and programmes that support the People Plan, functional business priorities and organisational transformation. • Deliver strategic people transformation initiatives, including digital transformation, workforce modernisation, operating model redesign and organisational capability programmes. • Provide people expertise to transformation initiatives led through appropriate governance arrangements including risk management, stakeholder engagement, measures and benefits realisation arrangements. • Lead multidisciplinary work through matrix arrangements, securing input and decisions from senior leaders and specialist colleagues as required. • Escalate risks, dependencies and barriers promptly, presenting clear options and recommendations for resolution.

		• Embed sustainable outcomes into business-as-usual arrangements, ensuring learning is captured and shared across the People Directorate.
7.	Strategic people risk, employee relations escalation and organisational assurance	• Maintain strategic oversight of significant people risks, employee relations themes and workforce issues within the allocated function. • Work with the Employee Relations and Policy Centre of Excellence on complex, sensitive, high-risk, precedent-setting or organisationally significant employee relations matters. • Become directly involved in employee relations casework only where escalation, complexity, sensitivity, organisational context, appeal independence or resilience cover requires Strategic People Business Partner involvement. • Ensure senior leaders understand relevant legal, equality, industrial relations, wellbeing, operational, reputational and cultural considerations when making decisions. • Escalate material people risks to the Head of People Operations and Business Partnering, People Leadership Team and relevant governance forums as appropriate. • Use employee relations themes to inform functional people planning, management capability, policy development and organisational interventions without duplicating routine technical ER ownership
8.	Leadership, capability and People Directorate contribution	• May formally line manage an allocated People Partner/s, setting objectives, supporting wellbeing, providing feedback and developing capability in line with the career grade framework. • Provide matrix leadership, coaching and prioritisation support to People Partners and project teams working across allocated functions. • Champion the effective adoption of People systems, workforce analytics and evidence-based decision making across allocated functions and the wider People Directorate. • Build the people-management capability of senior leaders and managers so that they take ownership of colleague experience, change, performance, inclusion and day-to-day people management. • Role-model TfGM behaviours, professional courage, inclusion, collaboration, evidence-based

		practice and collective People Directorate leadership. Contribute to People Directorate planning, governance, continuous improvement and resilience, including supporting other People priorities when required.
Compulsory Outputs (COs) <i>These set out what must be achieved for the post holder to be successful in the role.</i>		Key Actions <i>These set out how the COs will be achieved – the activities required.</i>
C1	Ensure you comply with all applicable organisational legislation and policy	- Data Protection Legislation - TfGM Safety Management System (In particular section SMS 201 Roles and Responsibilities) - Bus Operator contractual management - Dignity at Work policy; - Information assurance and security in line with Cabinet Office requirements; - Risk management - TfGM policies and procedures - Equality and diversity legislation - TfGM Vision & Values - Act in accordance with TfGM's behaviours and competencies
C2	Any other reasonable duties as required from time to time	Support wider People team with projects, programmes and service resilience as required by TfGM.

Key Interdependencies	
Key Contacts	- Allocated CELT member and senior leadership team - People Director and People Leadership Team - Head of People Operations and Business Partnering - Senior Managers within TfGM including Directors & Heads of Service - Employee Relations and Policy Centre of Excellence - Organisational Development and Culture, Talent Acquisition and Inclusion and People Shared Services and Information teams - Finance, Legal, Information Systems, Change, Communications and other corporate support teams - Trade Union officials and representatives as required.
Direct reports	May formally line manage People Partners. Provides matrix leadership of People partners and multidisciplinary project teams aligned to functional priorities.
Budgetary responsibility	Indirect - No standing budget unless delegated; responsibility for value for money, benefits realisation and effective use of commissioned/project resources.
Location	TfGM, 2 Piccadilly Place, Piccadilly, Manchester. M1 3BG

Office Use Only	Created By	Updated	Updated	Updated	Updated
	Annalie Pearce September 2026				

PERSON SPECIFICATION

Strategic People Business Partner	
E	Essential Experience, Knowledge and Skills:
E1	Extensive experience of senior People/HR business partnering gained in a large, complex and unionised organisation.
E2	Demonstrable experience of advising, influencing and constructively challenging executive, director-level and senior leadership stakeholders.
E3	Significant experience of translating business strategy into integrated people, workforce, organisational, leadership, culture and capability plans.
E4	Proven experience of leading complex organisational change, restructures, transformation activity and changes to delivery models.
E5	Experience of leading strategic people projects and programmes that deliver organisational objectives, benefits and sustainable outcomes.
E6	Strong organisational design, strategic workforce planning and business analysis capability, including the ability to assess options and organisational impact.
E7	Experience of using workforce data, people insight and qualitative evidence to diagnose root causes, identify risk and develop persuasive recommendations.
E8	Experience of commissioning and integrating activity across Centres of Excellence, specialist teams and corporate functions to deliver customer-focused outcomes.
E9	Good financial and commercial awareness, including experience of working with Finance colleagues to assess cost, benefit, affordability and value for money.
E10	Sound understanding of employment law, employee relations, industrial relations, consultation requirements and equality obligations sufficient to identify and govern significant people risk.
E11	Excellent verbal and written communication skills, including the ability to present complex information clearly and appropriately to senior audiences.
E12	Experience of leading or sponsoring significant digital transformation, workforce modernisation or organisational technology change.
E13	Experience of using workforce analytics, organisational intelligence and business insight to influence strategic decision making.
E14	Experience of applying equality impact assessment principles and embedding inclusion considerations within organisational change and workforce planning.
D	Desirable experience:
D1	Experience of TUPE processes, significant insourcing/outsourcing, service transformation or contractual change.

D2	Experience of working within transport, construction, infrastructure, public sector or politically governed environments.
EQ	Essential Qualifications
EQ1	Relevant Degree or equivalent experience
EQ2	Member or Fellow of the Chartered Institute of Personnel and Development (MCIPD / FCIPD) or equivalent professional standing.
EA	Essential Attributes:
EA1	Strategic and systemic thinker with the ability to connect business priorities, people risk and organisational outcomes.
EA2	Professionally courageous, able to provide constructive challenge and balanced advice in complex, ambiguous or sensitive circumstances.
EA3	Evidence-led and outcome-focused, with a commitment to using data, insight and evaluation to improve decisions and delivery.
EA4	Inclusive, fair and values-led, applying professional judgement consistently with TfGM values, culture and legal obligations.
EA5	Highly collaborative, able to manage interdependencies and work effectively across People teams, corporate functions and operational areas.
EA6	Customer-focused, understanding the expectations of internal stakeholders and the wider impact of TfGM's work on external customers.
EA7	Resilient and adaptable, able to manage competing priorities, complexity and fluctuations in workload.
EA8	Able to positively influence others, gain commitment and build confidence in change.
EA9	Methodical and organised, with strong governance, planning, risk management and follow-through.
EA10	Proactive in identifying opportunities for continuous improvement and strengthening People Directorate effectiveness.
EA11	Committed to maintaining professional knowledge, reviewing own work and supporting the objectives of the wider team.
EA12	Digital and data literate, able to interpret workforce analytics and apply evidence-based thinking to strategic people decisions.