

About us...

Lincolnshire



Lincolnshire Co-op is a long-standing, community-focused organisation proud to serve the people of Lincolnshire and surrounding counties. Our Support Centre, based in Lincoln, is the operational heart of our business. It's home to a range of specialist teams who work behind the scenes to support our front-line colleagues and ensure we deliver exceptional service across all our trading areas.

Essential Information – what you need to know

Job purpose:

- Leading the Society's approach to leadership development, talent development and performance, ensuring alignment with business priorities and future capability requirements.
- Shaping and delivering practical frameworks, programmes and interventions that strengthen leadership capability, build internal talent pipelines and support sustained organisational performance.
- Providing strategic leadership for Learning and Development, ensuring learning provision builds the skills and capability needed now and for the future.
- Developing and leading the Society's colleague experience, inclusion and engagement strategy, aligned to its priorities, people and culture.

You'll report to:

- Chief People and Operations Officer

You're responsible for:

- Learning and Development
- Leadership Development
- Colleague Experience and Engagement
- Equality, Diversity and Inclusion
- Performance Management

Your hours:

- 39 hours per week

Your relationships:

- Collaborating closely with executive leaders and senior stakeholders to align leadership, talent and performance priorities with business strategy and future capability needs.
- Working alongside People Business Partners, Talent Acquisition and the wider People function to connect attraction, development, succession and retention activity.
- Partnering with business leaders and managers to identify capability priorities, critical roles, talent risks and development needs.
- Partnering with Finance colleagues to forecast and manage budgets and evaluate the value and impact of development investment.
- Building strong relationships with external learning, coaching, assessment and leadership development partners to ensure quality, value and relevance.
- Working with learning providers, awarding bodies and relevant agencies to ensure learning provision and funded development routes meet required standards.
- Communicating regularly with leaders, learners and stakeholders to understand needs, secure commitment and support effective adoption of talent and development initiatives.

What you'll bring to us:

- Experience in leadership development, talent management, succession planning and performance management.
- Significant experience of developing and delivering colleague experience and engagement strategies, including colleague listening, insight-led action planning and measurable improvement.
- Strong knowledge of EDI principles and practice, with a track record of embedding inclusive approaches into people policies, leadership, talent and colleague lifecycle activity.
- Ability to use engagement and inclusion data to identify disparities, influence senior stakeholders and shape practical interventions that strengthen belonging and equity of experience.
- Credibility and sensitivity in facilitating conversations on engagement, inclusion and organisational culture, creating the conditions for open challenge and constructive dialogue.
- Demonstrable success in designing and embedding organisation-wide leadership, talent and performance frameworks that deliver measurable business impact.
- Strong understanding of leadership capability development, coaching methodologies, talent assessment and succession planning best practice.
- Proven experience of leading and developing a Learning and Development function, balancing strategic direction with high-quality operational delivery.
- Excellent coaching and facilitation skills, with the credibility to support and challenge leaders at senior levels.
- Ability to translate organisational priorities and capability gaps into practical, scalable learning and talent solutions.
- Strong analytical capability, using data, insight and feedback to evaluate effectiveness, identify risk and inform decision-making.
- Skilled at building trusted partnerships with senior stakeholders and cross-functional teams, influencing decision-making.
- Commercially minded, evidence-led and pragmatic, with a strong understanding of how people capability is pivotal to business performance.
- Financial acumen, including experience of managing budgets, suppliers and investment decisions to deliver value for money.
- Demonstrating a flexible, forward-thinking approach with a continuous improvement mindset and an interest in emerging learning and talent practice.
- Familiarity with HRIS, learning management systems, talent platforms, assessment tools and digital learning technologies.
- A genuine passion for developing leadership capability, enabling people to perform at their best and building strong internal talent pipelines.
- A full driving licence and access to a vehicle for business use.

Financial responsibility:

- Managing allocated budgets for all departmental activity, ensuring investment is evidence-led, inclusive and aligned to agreed priorities.
- Tracking expenditure and evaluating the impact of engagement and EDI investment through clear measures, insight and regular reporting.
- Evaluating the impact and return on investment of leadership, engagement, EDI and learning and performance initiatives.

Together we



Providing and
supporting
valued services



Helping to
grow the
local economy



Caring for our
health and
wellbeing



Looking after
our local
environment

Your Purpose – I will contribute to my team and the Society's ongoing success in this role by...

Your duties and responsibilities:

- Developing and leading the Society's leadership, talent development and performance strategy, ensuring alignment with business priorities and future capability requirements.
- Providing strategic leadership for Learning and Development, setting clear priorities and ensuring learning provision is practical, accessible and aligned to organisational need.
- Designing and evolving leadership development frameworks and pathways that strengthen leadership capability at all levels.
- Creating targeted leadership programmes, coaching approaches and development interventions that respond to identified business and capability needs.
- Owning the Society's talent management approach, establishing clear and consistent processes for identifying, assessing and developing talent.
- Creating practical frameworks, tools and guidance that enable leaders to have effective performance, development and career conversations.
- Partnering with Talent Acquisition and People Business Partners to connect external attraction with internal mobility, succession and workforce capability priorities.
- Using people data, talent insight, performance trends and feedback to identify and address organisational capability gaps.
- Leading the Society's colleague experience and engagement strategy, shaping a compelling and inclusive colleague proposition that supports attraction, engagement, retention and a strong sense of belonging across the Society.
- Creating a strong colleague listening and insight approach, establishing meaningful measures of experience and engagement, identifying trends and barriers, and translating insight into targeted actions that drive sustained improvement.
- Building organisational capability to deliver an exceptional colleague experience, partnering with leaders, managers, colleague networks and Internal Communications to strengthen communication, recognition, involvement and effective responses to colleague feedback and organisational change.
- Establishing clear measures of success and evaluating the effectiveness and business impact of leadership, learning, talent and performance initiatives.
- Reviewing external research, market practice and emerging technology to continuously improve the Society's approach to learning, leadership, talent and performance.
- Overseeing external partners, coaches, assessment providers and learning suppliers, ensuring quality, value for money and alignment with organisational requirements.
- Leading and developing a high-performing Learning and Development team, creating clarity, accountability and opportunities for professional growth.
- Building capability within the team to deliver both strategic priorities and consistently high-quality learning solutions.
- Contributing to wider People Leadership Team priorities, supporting cross-functional collaboration and the delivery of the People strategy.
- Acting as a visible and credible senior leader, role modelling the Society's values and championing continuous learning, strong leadership and internal development.



Together we THRIVE...

- Trustworthy – we do what we say we'll do and trust others to deliver to the best of their ability
- Helpful - we support and challenge each other collaboratively, no matter the role or level.
- Respectful - we listen to other views and opinions with consideration and celebrate differences.
- Inspiring - we role model what good looks like and lead by example to be better.
- Valued - we recognise achievements and appreciate everyone's contributions.
- Empowered - we listen and encourage each other to take opportunities.

Your Approach – how you will contribute to your team and the Society's ongoing success in this role.

I will be trustworthy by:

- Using data and insight to inform balanced, evidence-based talent and development decisions.
- Building credibility with leaders through consistent, commercially aligned delivery.
- Applying fair and transparent approaches to talent assessment, succession and performance.
- Creating clarity through open communication of priorities, decisions and outcomes.

I will be helpful by:

- Partnering with leaders to translate business priorities into practical capability solutions.
- Providing expert guidance on leadership, talent, succession and performance priorities.
- Supporting managers to lead effective development and performance conversations.
- Removing complexity to make learning and talent processes simple, practical and accessible.

I will be respectful by:

- Listening to different perspectives when shaping leadership and talent solutions.
- Ensuring talent and development processes are applied fairly and consistently.
- Valuing individual strengths and development needs when supporting career progression.
- Providing constructive challenge with professionalism, empathy and consideration.

I will inspire others by:

- Creating a compelling vision for leadership and talent development aligned to Society priorities.
- Championing continuous learning, growth and high performance across the Society.
- Encouraging leaders to take an active role in developing themselves and their teams.
- Connecting development activity to meaningful outcomes for colleagues and the business.

I will value people by:

- Recognising individual strengths, potential and contribution when shaping development opportunities.
- Creating meaningful opportunities for people to grow their skills and careers within the Society.
- Using insight to ensure development investment is focused where it can make the greatest difference.
- Supporting leaders to give high-quality feedback and recognise progress and achievement.

I will empower others by:

- Enabling leaders to take ownership of talent, succession and performance within their teams.
- Providing practical tools, frameworks and insight to support confident people decisions.
- Encouraging colleagues to take ownership of their learning and career development.
- Building leadership and management capability to develop strong, sustainable talent pipelines.



Your behaviours

- Creating and Innovating – Designing practical, future-focused leadership and talent solutions
- Learning and Researching – Using evidence, insight and data to shape development priorities
- Persuading and Influencing – Influencing leaders to strengthen capability, talent and performance
- Relating and Networking – Building trusted relationships across senior and cross-functional stakeholder groups
- Working with People – Leading, coaching and developing high-performing teams

Your Behaviours – how you will contribute to your team and the Society's ongoing success in this role.

I will create and innovate by:

- Actively brainstorming new ideas and approaches in my work.
- Embracing a mindset of curiosity and exploration.
- Collaborating with others to spark creativity and innovation.
- Encouraging experimentation, reflection and learning from experience.
- Taking calculated risks to push boundaries and explore new possibilities.

I will learn and research effectively by:

- Actively seeking out new knowledge and skills to enhance performance.
- Sharing insights and learning with colleagues to support continuous development.
- Engaging in continuous professional development through training and education.
- Encouraging curiosity and a desire to learn within the team.
- Evaluating and reflecting on personal and team learning experiences.

I will persuade and influence others by:

- Communicating ideas clearly and confidently to gain support.
- Understanding the perspectives of others to build rapport and trust.
- Actively listening to feedback and adapting messages accordingly.
- Demonstrating credibility through knowledge and expertise.
- Encouraging collaboration and consensus-building in decision-making.

I will relate and network effectively with stakeholders by:

- Building and maintaining positive relationships with colleagues and stakeholders.
- Actively engaging in networking opportunities to enhance collaboration.
- Sharing information and resources to support others.
- Demonstrating empathy and understanding in interactions.
- Encouraging inclusive and respectful ways of working within the team.

I will work with people collaboratively by:

- Creating a collaborative and supportive team environment.
- Actively listening to others and valuing their contributions.
- Encouraging open communication and feedback within the team.
- Respecting diverse perspectives and backgrounds in interactions.
- Celebrating team successes and recognising individual contributions.