



Job Description: Head of People and Culture

About The Connection

When you work for The Connection, you're part of a life-changing team. We help people sleeping rough in the heart of London. It can be a long journey off the streets, and it's not an easy path. We get to know every individual, so our approach can be tailored to what they need. We don't do one size fits all, and we don't give up when things get tough.

Working here means being open-minded, resilient and pragmatic. It means being willing to go the extra mile and stick with people through thick and thin. It means being part of a team who really care about the individuals we support, and who are creative about finding better ways to help them.

Together with our donors, volunteers and partners, we are a supportive and vibrant community who are determined to make a real difference. We believe that no one should have to sleep rough on London's streets, and that everyone should get the support they need to find a place to call home.

We put relationships at the heart of everything we do with our clients and as a result of that, we know how important it is that we have a staff and volunteer team who can reflect this in their work. Our people are a huge asset to us and we want to do the best job we can within the resources available to us. Therefore our Head of People and Culture is an absolutely key role in ensuring our Connection Way of Working is fully embedded in our organisation.

Join The Connection and be part of our dynamic and supportive team.

About the Role

The Head of People and Culture is a key member of our senior team and is directly line managed by the CEO. The post holder is responsible for our People and Culture strategy and the operational delivery of our People function as well as some aspects of our governance support. This includes leading the implementation of our "Connection Way of Working" our equality, diversity and inclusion approach, the role of lived experience in our team, workforce development, wellbeing and volunteering. The People and Culture team also oversees the systems and processes associated with being a good employer from recruitment to exit interviews.

Our priority for the coming few years is to develop the traits and behaviours we see as essential in i) delivering the best service we can for people experiencing homelessness and ii) being an outstanding place to work. We are ambitious for the future. The charity is growing and it is important that we achieve cohesion and consistency across a diverse range of roles and teams. We place a strong emphasis on linking day to day work with our strategy through planning, objective setting and use of data to inform decisions. To complement this, we also use coaching in all line management to ensure high quality, constructive relationships of trust across the organisation.

The role requires someone with experience in contemporary approaches to creating a thriving, healthy workplace for everyone at The Connection. This will include experience in implementing initiatives to embed equality, diversity and inclusion. The post holder will also have a strong grounding in HR systems and employee relations so that the organisation meets best employment practice and manages risk. The Head of People and Culture will work at a strategic level to ensure that our team have the right training and professional development to stay and grow in the charity. Finally, as a senior manager, they must be a positive role model with the personal credibility to build confidence in the charity both internally and externally.



Responsible to:	Chief Executive Officer (CEO)
Responsible for:	People and Culture Advisor; Governance Coordinator
Liaison with:	Leadership Team, Heads of service and Service Managers; St Martins People and Culture colleagues
Job Purpose:	<ul style="list-style-type: none"> • Develop and deliver our People and Culture strategy, working with the Leadership Team and external HR consultant, delivering resulting initiatives and plans; • Work with the CEO and Leadership team to develop a consistent, healthy working culture to support a thriving, ambitious charity; • Oversee planning, quality assurance in 121s and annual reviews, HR administration and policy including managing the People and Culture Advisor; • Provide practical HR support to managers including employment relations issues; • Oversee the Governance Coordinator.
Salary	£50,547 - £55,598 Scale Points 38 – 43
Contract:	Permanent Full-time position

- 1 **Develop and deliver our People and Culture strategy, working with the Leadership Team and external HR consultant, delivering resulting initiatives and plans;**
 - Work with the CEO to deliver and regularly review the charity’s People and Culture strategy, which supports the achievement of our overall 5 year strategy;
 - Liaise with professional bodies and networks to keep abreast of developments in People and Culture, EDI and Lived Experience, integrating learning into policies and practice;
 - Prepare labour market benchmarking reports and pay trends for the Board and Leadership Team to assess our position in the market and make recommendations on our remuneration approach including recommendations on cost of living increases;
 - Produce quarterly reports and an annual People and Culture review for the Board’s’ Remuneration and Nominations Sub Committee, based on an annual staff survey and other information such as staff turnover, expenditure on training, sickness and absence;
 - Collaborate with colleagues across the St Martins site to collaborate in joint initiatives, share best practice and provide professional support where appropriate;

- 2 **Work with the CEO and Leadership team to develop a consistent, healthy working culture to support a thriving, ambitious charity;**
 - Champion and promote the charity’s Way of Working policy, implementing initiatives to embed this approach in all aspects of our people management;
 - Take forward training and capacity building with the staff team to support them with our Way of Working, including the facilitative approach and coaching skills in line management;
 - Manage Union and staff engagement to ensure consultation and healthy flow of information across the charity;
 - Oversee the charity’s internal meetings schedule and policy to ensure that time spent together in meetings is effective and productive;



- Lead our equality, diversity and inclusion work to ensure the charity meets best practice including ensuring the charity-wide EDI group meets regularly and has a tangible, appropriate plan linked to strategy.
- 3 Oversee planning, quality assurance in 121s and annual reviews, HR administration and policy including managing the People and Culture Advisor;**
- Provide quality control to the probationary and annual review system ensuring that team plans link to individual objectives, 1:1 meetings and either an annual or probationary review. Lead the People and Culture annual planning exercise.
 - Oversee the recruitment process to attract high quality candidates for all roles, ensure we make best use of the recruitment budget and that we meet best practice to achieve positive outcomes;
 - Ensure liaison between the Finance and Facilities Team and the People and Culture Team so that staff benefits are available, payroll is accurate and the correct starter/leaver information is provided;.
 - Oversee the use of People HR for relevant administrative processes to ensure transparency. This will include undertaking quality auditing to ensure systems are being appropriately implemented;
 - Devise and implement an organisation training plan, including researching suitable training providers, coordinating training delivery and evaluating effectiveness.
 - Manage the People and Culture budget including training, recruitment and other staff related investments as prioritised in line with the People and Culture strategy;
 - Review all relevant suppliers and contracts such as the employee helpline, occupational health and our strategic HR consultants to achieve best value.
- 4 Provide practical HR support to managers including employment relations issues;**
- Oversee the charity's staff handbook and other relevant policies, ensuring that they reflect the core values of the charity; are regularly updated to reflect legal compliance and demonstrate best practice;
 - Take a pro-active approach in advising managers of policy, statutory changes and best practice through briefings, workshops and training;
 - Act as the charity's expert in managing any conflicts at work, including grievance, capability and disciplinary matters;
 - Provide guidance on service redesign, consultation, TUPE transfers and restructuring;
 - Ensure the People and Culture Advisor acts as first point of contact for operational people issues, with a system for escalating problem solving and complex matters particularly where there is risk;
 - Advise staff and managers on pay, remuneration and contractual entitlements;
 - Ensure arrangements are in place to assess and support cases of staff ill health or disability;
 - Support the development of volunteer engagement in the charity;
- 5 Oversee the Governance Coordinator.**
- Provide line management of the Governance Coordinator;
 - Ensure the Remuneration and Nominations Sub Committee has appropriate administrative support.
- 6 General**
- Implement The Connection at St Martin's Equality Policy and all other policies in all areas of work;
 - Ensure that Health and Safety requirements are complied with;



- Attend internal and external training courses as appropriate;
- Assist in the promotion of the work of The Connection at St Martin's to its visitors and funders;
- Undertake any other duties that may reasonably be required.

Person Specification

This person specification sets out the essential experience and abilities needed by the successful candidate for this post. Please bear these points in mind when completing your application form, as these requirements will be taken into account at both the shortlisting and interviewing stages.

1. Knowledge
Knowledge and understanding of psychological models and a coaching approach, to build a thriving organisational culture.
A good understanding of the principles of a learning organisation and the importance of informal learning as well as formal training and management education.
An understanding of organisations providing support to people experiencing severe and multiple disadvantage for employers such safeguarding and recruiting people with lived experienced of homelessness.
Understanding of the HR needs of a small/medium charity and how to support efficient HR systems and processes.
Strong knowledge of employment law, associated risks and mitigation measures.
2. Qualifications and Experience
Experience of implementing a People and Culture strategy and monitoring its success through reviews, staff surveys, external benchmarking etc.
At least 5 years' experience in generalist HR team, advising and supporting managers at all levels.
CIPD Associate membership or equivalent experience and evidence of CDP towards Member status.
Experience of implementing and quality controlling planning, annual review and 121 systems.
Experience of designing and implementing training and development to support a positive, strong team and continuous improvement across the charity.
Experience of line managing staff.
Experience of updating policies and procedures to ensure legal compliance and appropriate cultural tone.
Experience of managing a budget and purchasing HR support and training through tendering.
3. Abilities and Skills
Excellent written and oral communication skills, including the ability to communicate with a range of audiences and to present information in a user friendly way.
Excellent listening skills with the ability to empathise with others, demonstrate fairness and de-escalate situations.
A good understanding of operational planning process and how to link different levels of planning to achieve efficiency and strong team work across functions.
Excellent IT skills and competent use of MS Office and HR management software.
Ability to lead and facilitate meetings, deliver workshops and training with non HR specialists to build capacity and skills in others.
Able to think strategically, linking People and Culture activity to the achievement of the charity's strategy.
Personal Attributes
The ability to work independently using own initiative, taking responsibility for own performance standards and reporting requirements.
The ability to manage time and prioritise workload effectively working on multiple projects.
The ability and willingness to work flexible hours.
The ability to be creative, flexible and use initiative to problem solve in an environment of change.