

**ESTABLISHED**  
**1756**

**BOROUGH**  
**MARKET**

**HEAD OF PEOPLE**

Candidate pack



# INTRODUCTION

---

Borough Market's rich heritage – around 1,000 years of history – is part and parcel of its appeal, but our focus is very much on the here and now. The Market, which is run by a charitable trust for the benefit of the community, has never stopped evolving. A few decades ago, it was a wholesale market serving the greengrocers of south London; now it acts as a beacon for sustainable food production, short supply chains and social connection, drawing visitors from far and wide.

The Head of People role offers a fantastic opportunity to join a small but highly dynamic senior leadership team with responsibility for guiding the direction of a major institution. To fill this newly created position, we are looking for an experienced professional who can help build a positive, supportive work culture that aligns with our new 10-Year Strategic Plan. Reporting directly to the CEO, the Head of People will play an important role in shaping and transforming HR practices, defining new ways of working, and supporting the rest of the leadership team in strengthening relationships across the organisation.

The successful applicant will have experience and knowledge covering the entire HR remit, be able to develop an exciting people strategy, be a dynamic team member with a passion for food and people, and demonstrate a good understanding of the unique challenges of working in a market environment. If you have the skills, energy and passion to join us on this exciting journey, we would love to hear from you.



**Jane Swift**  
CEO (Interim)

# OUR PILLARS

---

Borough Market's eight pillars reflect our mission across all areas and are central to our messaging:

---

## 1. Iconic

Borough Market is a world-class produce market with 1,000 years of heritage and the platform to be a significant influence.

---

## 2. Distinctiveness

Borough Market offers access to British and international produce that is unique to its producer or exceptional in its quality.

---

## 3. Sustainability

Borough Market is a beacon for ethical, sustainable practices, both as an institution and through the actions of its traders.

---

## 4. Provenance

Borough Market requires supply chains to be short and transparent and is active in sharing the stories behind its produce.

---

## 5. Community

Borough Market is the hub for a mutually supportive community of traders, producers, shoppers, cooks, residents and visitors.

---

## 6. Social connection

Borough Market harnesses the power of food to build connections between people, whatever their geographic and cultural background.

---

## 7. Innovation

Borough Market is an agile, forward-looking organisation, committed to nurturing new talent and embracing innovation.

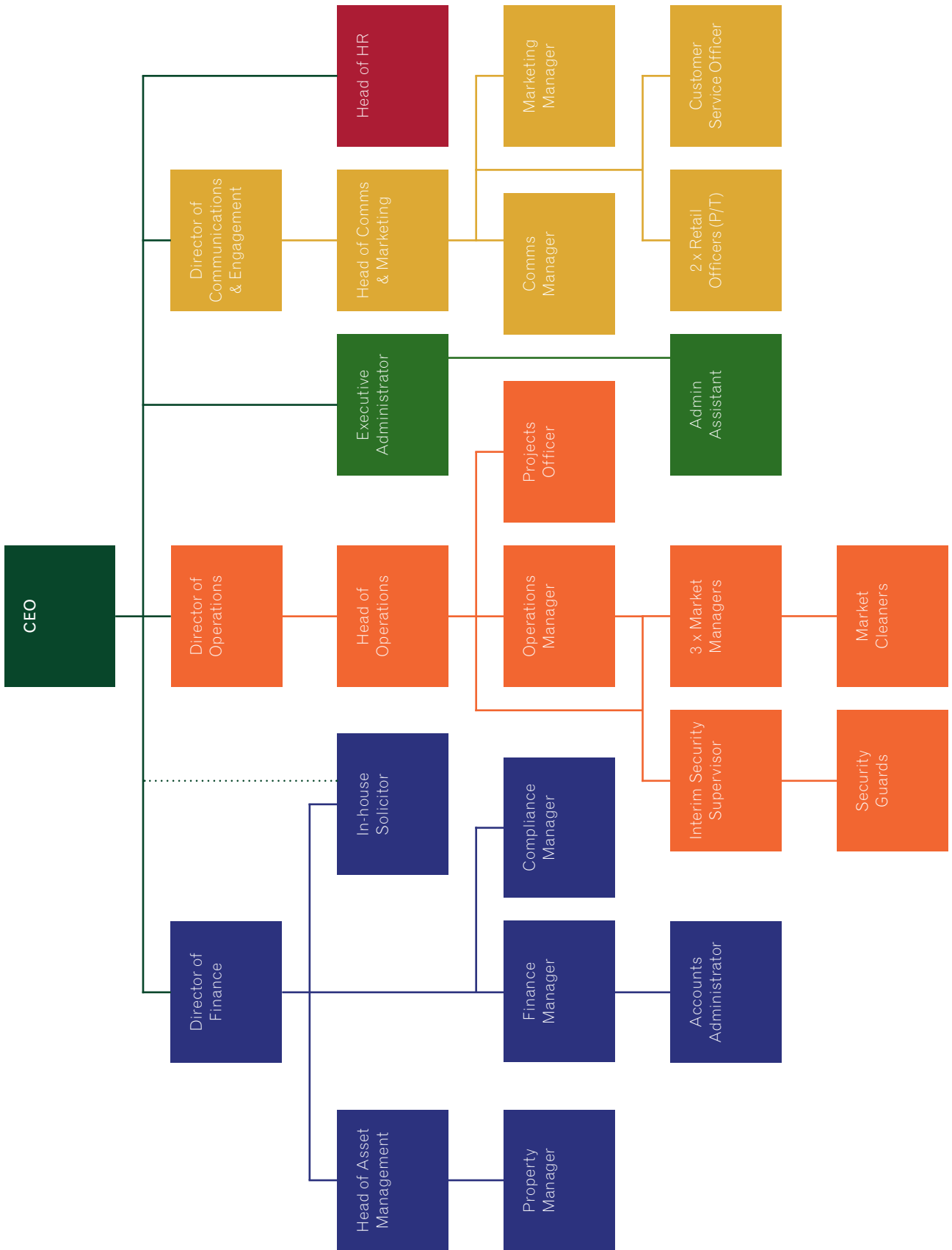
---

## 8. Expertise

Borough Market values its traders' knowledge, expertise and love of food and encourages them to share it.



# OUR ORGANISATION



# JOB DESCRIPTION

---

<b>Job title</b>	Head of People
<b>Purpose</b>	<p>The purpose of this role is to take overall responsibility for all things people-related at Borough Market, with accountability for the delivery of effective people strategies that drive performance and enhance delivery of the strategic plan for the Borough Market Trust and its trading subsidiary, Borough Market Business Limited (BMBL).</p> <p>The Head of People will have primary responsibility for planning, developing, and implementing on all people-related activities, including initiatives such as Investors in People.</p> <p>The Head of People will be responsible for translating the Trust's business strategy and vision and values into a Group People Strategy, encompassing attraction, recruitment, induction, engagement, reward, retention, cultural development and talent development.</p> <p>The Head of People will have additional responsibility for health &amp; safety (H&amp;S), equality, diversity &amp; inclusion (EDI), and GDPR, be the main source of HR advice to trustees and the senior leadership team, and assume a strategic role in the overall management of the Trust and BMBL.</p>
<b>Reports to</b>	CEO
<b>Direct reports</b>	None
<b>Key relationships: external</b>	Borough Market tenants Professional advisors (WorkNest), employment lawyers Commissioned service providers (Investors in People, Investors in Diversity, Living Wage Foundation etc) Partners
<b>Key relationships: internal</b>	Chair and members of the Board of Trustees Management team members All staff
<b>Key responsibilities: people</b>	<ul style="list-style-type: none"><li>— Ensure that the quality and standard of services provided is the highest possible with the available resources and positively benchmarked against organisational targets and comparative organisations.</li><li>— Develop, implement and continuously improve the HR business partner model and people management practice and performance, including:<ul style="list-style-type: none"><li>— Enhance employee engagement, talent management and employee relations to maximise individual performance.</li><li>— Effectively balance the needs of the individual and the organisation and manage risk.</li><li>— Develop the strategic and operational use of employee information and related systems to maximise resource efficiency, including for talent management and cost control.</li><li>— Ensure that relevant people metrics inform and support business decisions.</li><li>— Take overall responsibility for HR and people management policies and systems to adequately support the team's activities.</li><li>— Implement initiatives to establish, promote and raise the profile of</li></ul></li></ul>

- 
- Borough Market as an employer of choice.
  - Develop people, EDI, H&S and GDPR policies and related systems and practice that support Borough Market's culture, reflect its values and are fully implemented and adhered to.
  - Lead on the EDI agenda and ensure that diversity is firmly embedded within the people strategy, policy and practice, and the value of differences is realised.
  - Lead the planning, implementation and evaluation of a business-focused Organisational Development and Learning & Development Strategy, including:
    - Delivery plans and evaluation strategy.
    - Structured and strategic training-need analysis.
    - Supporting tools and interventions that identify and maximise the potential of individuals, teams and the organisation through continuous improvement, excellence in service delivery, and the flexibility to meet changing business needs and priorities.
  - Work collaboratively with the Head of Communications & Marketing to ensure internal communication plan is delivered.
  - Develop appropriate people measures across the organisation that enable the leadership team to monitor the impact of our people strategies and where attention may need to be focused on a strategic level.
  - Develop, monitor and regularly report on key people performance indicators, management processes and compliance frameworks within areas of responsibility and take appropriate action to achieve improved service delivery and business objectives while appropriately controlling and mitigating risk.
  - Ensure that any risks associated with the people function, for example, with respect to current and future legislation, are communicated and managed appropriately and effectively.

---

**Key responsibilities:  
leadership**

- Lead, effectively manage and develop the HR & OD plan of work in line with business plans and budgets.
- As a senior leader, inspire others about Borough Market's work and future; be confident in engagement with others and be empowering to allow all teams to deliver.
- Collaborate, communicate and work effectively with all other Borough Market and BMBL teams as required, operating within the matrix management approach.
- As a member of the senior leadership team, contribute to the overall strategic direction of Borough Market and BMBL, including agreeing and developing budgets.
- Lead or attend board, sub-committee, staff and trader meetings when necessary, including preparing and delivering documentation or presentations.
- Attend local or national stakeholder meetings when necessary and effectively represent Borough Market or BMBL to any outside body, for example, Investors in People, Investors in Diversity, and Living Wage Foundation.
- Manage and develop individuals and foster an environment where all talent is nurtured.

# PEOPLE SPECIFICATION

---

<b>Qualifications</b>	Educated to degree level with a professional degree in People, such as an MA in HR, with a minimum membership of the CIPD at Member status.
<b>Experience</b>	<p>Proven track record in strategic understanding and operational delivery of people agendas and best-in-class practices, covering attraction, recruitment, performance management, employee engagement, talent management and organisational change and development, including culture change and development.</p> <p>Proven track record of developing and embedding people-focused strategies to deliver commercial and other business objectives.</p> <p>Experience of managing health &amp; safety and GDPR.</p> <p>Significant experience of leading organisations, senior managers and teams through organisational change, driving a performance culture and developing high-performing leaders, employees and teams.</p>
<b>Technical skills and knowledge</b>	<ul style="list-style-type: none"><li>— Evidence of continued professional development through achievement and additional qualifications.</li><li>— Experience of leading change.</li><li>— Up-to-date knowledge of employment law and areas of work which are relevant to the vision and values of the Trust.</li><li>— Evidence of developing and maintaining an effective internal control and risk-management environment.</li></ul>
<b>Commercial and business skills</b>	<ul style="list-style-type: none"><li>— Well-developed commercial and financial acumen.</li><li>— Knowledge of strategic, operational and business planning.</li><li>— Excellent attention to detail.</li><li>— Strong planning and organisational skills, able to multi-task and juggle multiple priorities according to changing priorities.</li><li>— Ability to work under high pressure to changing deadlines.</li><li>— Resilient and adaptable to change.</li></ul>
<b>Managerial and leadership skills</b>	<ul style="list-style-type: none"><li>— Experience of matrix management and leading and developing teams.</li></ul>
<b>Motivation</b>	<ul style="list-style-type: none"><li>— Committed to the vision and values of Borough Market</li></ul>
<b>Availability</b>	Role is permanent full time, with some flexibility as there will be some requirement to work outside normal working hours. Hybrid working an option, but with a minimum of 3 days on average spent in the office.



