

**ESTABLISHED
1756**

BOROUGH MARKET

HEAD OF PEOPLE

Job description and people specification

JOB DESCRIPTION

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| Job title | Head of People |
| Purpose | <p>To take overall responsibility for people aspects in the organisation. Accountable for the delivery of effective people strategies that support the strategic aims, drive performance, and enhance delivery of the strategic plan for Borough Market Trust and the trading subsidiary Borough Market Business Limited (BMBL).</p> <p>Primary responsibility for planning, developing, implementing and leading on all people-related activities including the development of initiatives such as Investors in Diversity, Living Wage, Living Hours and Living Pensions.</p> <p>The role has responsibility for people, embedding the business strategy and values into a People Strategy, encompassing attraction, recruitment, induction, engagement, reward, retention, cultural development and talent development</p> <p>As a key member of the senior management team, the Head of People will report to the CEO and assume a strategic role in the overall management of the Trust and BMBL.</p> <p>The Head of People will be the main source of HR advice to trustees, senior management team and all line managers.</p> |
| Reports to | CEO |
| Direct reports | None |
| Key relationships: external | Professional advisors (Worknest) Employment lawyers Commissioned service providers (IID etc) |
| Key relationships: internal | Chair and members of the Board of Trustees Senior management team and line managers |
| Key responsibilities: people | <ul style="list-style-type: none">— Act as the advisor to trustees concerning all people matters relating to Borough Market Trust and Borough Market Business Limited.— Provide clear and inspirational leadership to motivate and develop the Borough Market team to deliver high quality, customer-centred services.— Report to the CEO and the Board of Trustees any people risks.— Ensure that the quality and standard of services provided is the highest possible within available resources and positively benchmarked against organisational targets and comparative organisations.— Develop, implement and continuously improve an HR business partner model and people management practice and performance including:<ul style="list-style-type: none">— Employee engagement, talent management and employee relations to maximise individual performance.— Effectively balance the needs of the individual and the organisation and manage risk.— Strategic and operational use of employee information and related systems to maximise resource efficiency, including for talent management and cost control.— Ensure that relevant people metrics inform and support business decisions. |

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- Assume accountability for HR and people management policies and ensure that the systems adequately support the team's activities.
 - Implement initiatives to establish, promote and raise the profile of Borough Market as an employer of choice.
 - Develop people policies and related systems and practice that support Borough Market's culture and values and are fully implemented and always 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 business-focused organisational development and learning & development, including:
 - Delivery plans and evaluation strategy.
 - Structured and strategic training need analysis.
 - Supporting tools and interventions that identify and maximise the potential and improve the capability of individuals, teams and the organisation through continuous improvement, excellence in service delivery, and the flexibility to meet changing business priorities.
 - Develop appropriate people measures across the organisation which enable the leadership team to monitor the impact of our people strategies and where attention may need to be focussed on a strategic level to best support delivery of our vision and values.
 - Lead the review and maintenance of people-related systems to ensure that all staff records and activity are recorded digitally in as automated a way as possible, eliminating the need for paper records and manual tracking.
 - 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.
 - Ensure managers understand the risk of their actions to the Market to enable them to make informed decisions, and to mitigate risk by raising concerns/risk to the CEO and trustees where appropriate.

Key responsibilities: leadership

- Lead, effectively manage and develop the HR & OD plan of work in line with business plans and budgets.
- Inspire others about Borough Market's work and its 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.
- Contribute to the overall strategic direction of Borough Market and BMBL, including agreeing and developing budgets.
- Lead or attend Board, People 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, e.g. Investors in Diversity and Living Wage Foundation.
- Manage and develop individuals and foster an environment where all talent is nurtured.

PEOPLE SPECIFICATION

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| Qualifications | 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. |
| Experience | <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>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> |
| Technical skills and knowledge | <ul style="list-style-type: none">— Evidence of continued professional development through achievement and additional qualifications.— Experience of leading change.— Up to date knowledge of employment law and areas of work which are relevant to the vision and values of the Trust.— Evidence of developing and maintaining an effective internal control and risk management environment. |
| Commercial and business skills | <ul style="list-style-type: none">— Well-developed commercial and financial acumen.— Knowledge of strategic, operational and business planning.— Strong planning and organisational skills, able to multi-task and juggle multiple priorities according to changing priorities.— Ability to work under high pressure to changing deadlines.— Resilient and adaptable to change |
| Managerial and leadership skills | <ul style="list-style-type: none">— Experience of matrix management and leading and developing teams. |
| Motivation | <ul style="list-style-type: none">— Commitment to Borough Market's Strategy and its values. |
| Availability | Permanent with some flexibility as there will be some requirement to work outside normal working hours. |