

# Head of People



## Information for Candidates

February 2021

THE  
SAINSBURY  
FAMILY  
CHARITABLE  
TRUSTS

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# The organisation

The Sainsbury Family Charitable Trusts (SFCT) are a group of sixteen grant-making charitable trusts managed through a joint office employing around 95 staff in Victoria, London SW1. Each trust is a separate legal entity, created by a different member of the Sainsbury family who have developed different ways of working. The trusts have their own distinct priorities in grant-making, their own separate board of trustees and their own reporting. They tend to work proactively, with an expert team of trust executives seeking out suitable charities to support, and sometimes directing highly focused programmes of work. While some trusts have been operating for over 50 years in well-established fields, others are much newer and reflect the enthusiasm of younger family members to tackle contemporary issues.

In recent years the trusts have collectively made grants worth over £110 million annually, which makes the group the largest privately-owned philanthropic body in the UK involved in a broad range of grant-making. (The Wellcome Trust, which is much larger, specialises in grants for medical work). The total capital value of the trusts at 5 April 2020 was £943 million.

The trusts work in many fields, including scientific research, the arts, heritage, social inclusion, the environment, disability, education and development in Africa. Grants range from multi-million pound awards for major capital projects to small grants for children's summer play schemes and specially-adapted equipment for the disabled.

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Notable institutions funded by the trusts include:

- the Sainsbury Wing of the National Gallery
- the Sainsbury Laboratories in Cambridge and Norwich (plant science)
- the Sainsbury-Wellcome Centre for Neural Circuits and Behaviour in London
- the Sainsbury Temporary Exhibitions Gallery at the British Museum
- the Sainsbury Centre for Visual Art at the University of East Anglia



Over the years the trusts have also been heavily involved with the Ashmolean, the Fitzwilliam, the Royal Opera House, the V&A, the Tate, Cambridge Judge Business School and Parkinson's UK, among many others. Other important grant-making areas are leukaemia research, climate change, sustainable energy, science and engineering education, palliative care, children's disability, the autistic spectrum disorder, HIV/AIDS, older people's care, homelessness, and Christian education and mission.

Fuller information can be found at [www.sfct.org.uk](http://www.sfct.org.uk)

The SFCT office also hosts eight charitable companies, including: Ashden, an operational charity founded and led by a member of the family which supports sustainable energy pioneers to accelerate the transition to a low-carbon world; Gatsby Africa, an operational charity delivering projects in East Africa across a variety of sectors, aimed at reducing poverty; Gatsby Technical Education Projects, a charity that manages a range of innovative programmes in the field of Science, Technology, Engineering and Mathematics (STEM) education; Jerusalem Productions, a media co-production company working to increase understanding of the Christian religion; and several other entities which have been spun off from the main charitable trusts.

The office prides itself on being highly purposeful and efficient, providing a service that is responsive to the settlors' requirements and respectful of the beneficiaries' needs. Meeting trustees' deadlines sometimes requires intense bursts of activity, but for the most part all staff are able to maintain a healthy work-life balance. ■

# The role

A Head of People is now sought to support SFCT.

Reporting to the Chief Operating Officer (COO), the Head of People is responsible for the development and operational delivery of HR and OD support across all the trusts and charitable companies, with the exception of Gatsby Africa which has an international workforce and its own HR team. The postholder manages a small team and is required to flex between the strategic and development role and a hands-on HR operational role.

The role is evolving to reflect the changing needs of SFCT, and so the postholder will have some scope to review and adapt the detailed responsibilities and required level of support in consultation with the COO.

## Job purpose and responsibilities

The overall purpose of the role is to:

- Lead the development of the people and culture strategy and policy and manage the operational delivery for SFCT, and in support of the charitable trusts and companies that SFCT serves.
- Develop partnership working on areas of synergy with the HR team in Gatsby Africa.
- Provide advice, coaching, relationship management and performance management support to senior personnel, including Trust Executives and Department Heads.

The Head of People will have responsibility for:

### Strategy and organisational development

- Lead the development of a people and culture strategy, working collaboratively with COO, Chief Executives, and Department Directors, and covering the full range of culture and people issues including organisational development; leadership and management development and staff development; diversity, equity and inclusion; resource planning; talent management; recognition and reward; internal communication and engagement, and wellbeing. ➤

- Lead on HR and OD change or improvement projects (e.g. reward, performance management, employee engagement, learning and development) aligned to wider vision, mission, strategy and values, working through and with colleagues at all levels.
- Develop and maintain collaborative and partnership working with the HR team in Gatsby Africa, identifying synergies in strategy, policy, and practice, and sharing learning.
- Support the development of a learning organisation culture, working collaboratively with CEOs, Department Directors, Trust Executives and other colleagues to identify synergies and create forums and processes for sharing learning.
- Participate in relevant external HR and OD forums, and act as an ambassador for SFCT.

### **Operational management**

- Manage a high-quality business and people focused HR service, delivering policies, processes, systems, advice and guidance to staff and managers.
- Ensure the provision of employment, volunteering and safeguarding policies and procedures in line with legislation, regulation and best practice, liaising with senior management to get consensus and agreement on proposed changes, and ensuring effective dissemination into the workforces.
- Manage people data analytics, ensuring capture and analysis of people information to support business insights and decision making.
- Ensure the provision of a high-quality recruitment support service, working through and with the HR team, and personally providing direct support to senior recruitments.
- Ensure the development and maintenance of HRMIS, for all areas of employment and personnel records, and HR metrics, including links in as appropriate to other processes (e.g. L&D, performance management).
- Oversight of effective input to payroll, working through the HR team and in partnership with the Finance department, and sign off authority on payroll changes.
- Keep abreast of and ensure compliance with legal, regulatory, and best practice developments in all aspects of people management, employment, relevant employment aspects of GDPR.
- Provide leadership and line management of the HR team, including performance management and supporting learning and development. ➤

## Employee relations, engagement and development

- Coach leaders and managers to create and maintain a positive working environment with high morale, engagement and performance.
- Provide a coaching, mentoring and relationship management support service to senior personnel, including CEOs, Department Directors and Trust Executives. Support the COO in the provision of day-to-day guidance and support to her direct reports.
- Ensure creation and maintenance of employee engagement opportunities, including input to change projects, feedback forums and processes, information and learning events.
- Manage complex employee relations cases, including disputes resolution, advising on application of employment procedures, oversight of investigations.
- Work with the CEOs, Department Directors and other senior colleagues to ensure the development of learning and development initiatives that support the creation of high performing and engaged staff teams that deliver to overall strategy, direction, objectives and values.
- Work with senior managers on talent management and succession planning initiatives, particularly in relation to the highly specialist roles that present challenges in terms of external recruitment within a limited pool of suitable candidates.

## General responsibilities

- Represent and be an ambassador for SFCT.
- Be proactive in keeping up to date with developments affecting your work and maintain and improve personal competence through continuous professional development.
- Be flexible and carry out other associated duties as may arise, develop or be assigned in line with the broad remit of the position.
- Support and promote diversity and equality of opportunity in the workplace.
- Work collaboratively with others in all aspects of SFCT's work.
- Ensure legal compliance throughout human resource management.
- Ensure compliance with data protection regulations. ■

# Scope and accountability

## Decision making and limits of authority

- All operational decisions relating to management of the HR function.
- Recommendations to COO and senior managers for strategic or cultural change that will impact across the wider group.
- Recommendations on changes to policies and procedures, in line with legal requirements, best practice, and desired cultural and values fit, referring upwards to COO and senior management for endorsement.
- Recommendations on employment, case management and people management actions that will have legal and cultural ramifications.

## Communications

- Developing partnership and advisory relationship with managers at all levels, and advising upwards.
- Engaging staff and managers in internal HR and change initiatives.
- Providing personal support and guidance to staff and managers in confidential and sensitive circumstances.
- Conduct complex internal relations with discretion and diplomacy.
- Development and management of external relationships with consultants, service providers, relevant HR and OD networks.

## Financial resources

- Responsible for training and organisational development expenditure circa £100,000 – £150,000.
- Sign off of invoices up to £10,000 (training, counselling, etc).
- Oversight of payroll, and recommendations in relation to compensation (salary and benefits) packages.
- Annual HR subscriptions circa £2,000.
- Approval of PeopleHR annual subscription. ➤

## Information resources

- Overall responsibility for HRMIS.
- Responsible for maintaining accurate and appropriate content within the Staff Handbook and HR intranet, including all staff benefits.
- Responsible for external facing HR information (e.g. recruitment advertising and recruitment packs, people content of annual reports).

## Other resources

- N/A

## People management

- Line management of small HR team – HR Officer and shared Administrator (Finance/HR).
- Contractor management (e.g. Reward Consultant, recruitment agencies, temporary staff agencies, training providers).

## Legal, regulatory and compliance

- Ensuring compliance with employment law and updating employment policies for compliance, advising managers and monitoring application of procedures.
- Ensuring SFCT-wide policy changes are incorporated into HR practice e.g. GDPR, travel security, health and safety etc.
- Ensure compliance with SFCT Safeguarding policies and procedures.
- Personal compliance with SFCT health and safety procedures, Equal Opportunities & Diversity procedures. ■

# Person specification

The person specification for the Head of People is:

## Experience

- Substantial experience across most areas of HR, including experience of managing an HR function in a complex environment.
- Experience of successful development and implementation of HR or OD change projects.
- Experience of coaching, advising and influencing managers, ideally including senior managers.

## Skills and abilities

- Excellent interpersonal skills, including ability to develop relationships and engagement with staff and managers at all levels.
- Strong written communication skills, including ability to draft employment policies, guidance on complex HR and employment issues, and engaging staff communications.
- Strategic and analytical thinking skills, and ability to flex between seeing the overview and ensuring attention to detail.
- Good financial management skills, including budgetary management, and payroll knowledge.

## Knowledge and education/training

- CIPD accredited qualification (Level 7, or Level 5 plus substantial working experience) and evidence of continuing professional development.
- Knowledge and expertise across a variety of HR disciplines, including performance management, employee relations, talent management, employee engagement, learning and development.
- Excellent understanding of organisational development and cultural change.
- Up to date knowledge of legal and statutory requirements pertaining to employment, equality, and safeguarding.
- Excellent knowledge of HR and people systems, including data management and the use of metrics to support business decision making. ➤

## Personal attributes and other requirements

- Evidence of empathy for the trusts' goals is essential; the Head of People must have a strong affinity for an organisation that is driven by a strong sense of purpose and an enthusiasm for the family's desire to make a lasting impact on their respective sectors.
- Active and self-led learner who keeps abreast of developments.
- Enjoys working in a complex environment.
- Works well in a team with a flexible approach to work.
- Commitment to anti-discriminatory practice and equal opportunities. An ability to apply awareness of diversity issues to all areas of work. ■

# Terms of appointment

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The salary for this role will be in the range of £65,000 – £70,000, depending upon experience.

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An employer pension contribution of 12% will be made.

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Private medical insurance, permanent health insurance, critical illness cover, and a death-in-service policy at 4 x annual salary are also offered.

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In addition to normal bank and public holidays in England and Wales, the annual leave entitlement for this post is 22 days paid holiday per year, increasing by one day after each complete year of employment to a maximum of 25 days.

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# How to apply

Apply online [www.nfpconsulting.co.uk/sfct](http://www.nfpconsulting.co.uk/sfct)

Your application should comprise a CV along with a supporting statement summarising your proven ability related to the key responsibilities and accountabilities of the role and the person specification.

For an informal and confidential discussion about the role, please contact our recruitment partner, NFP Consulting:

Simon Lloyd Director | NFP Consulting  
07961 988 523 [simon.lloyd@nfpconsulting.co.uk](mailto:simon.lloyd@nfpconsulting.co.uk)



## Closing date: Monday 8th March 2021

There is a two stage selection process.

**First Interviews: 18th or 19th March**

**Second interviews: 25th or 26th March**

The format of the interviews will be determined by the COVID-19 guidelines and restrictions that apply at the time.

## Accessibility

Please let us know if you have any special requirements which we might need to consider in relation to the selection process.

Any requests will not be taken into account in the selection process.

Please let us know if you would like to receive this information in a different format. ■