



HEAD OF PEOPLE AND CULTURE

Candidate Brief
February 2021

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WELCOME



Dear Candidate

COME AND JOIN THE TEAM THAT TURNS AROUND THE LIVES OF HOMELESS YOUNG PEOPLE

This is an incredible moment in our history. We recently completed a merger (October 2020) and we operate services across six London Boroughs and the City of London. Further to this, City YMCA London are on the cusp of opening a brand new, flagship centre for homeless young people called LandAid House.

As we progress to conclude the post-merger transition period, the organisation will be known as YMCA London City and North.

The organisation will offer:

- ▶ A specialism in youth homelessness offering 400 bed spaces including move-on
- ▶ An extensive programme of interventions that support a young person's physical and mental wellbeing and their transition to independence
- ▶ Enhanced services that benefit our local communities
- ▶ A team of up to 147 staff plus volunteers
- ▶ An experienced leadership team
- ▶ A property portfolio of £34 million including a new flagship building at LandAid House

Our LandAid House site is due to complete by Spring 2021 and will offer the opportunity for 146 young people to move off the streets and sofa's and into a safe place they can call home. With it, they ▶

will have the opportunity to create a future of their own choosing. It is the first purpose-built accommodation designed for homeless young people in London for over a decade! We are very proud to be at the forefront of this change for young London.

We have planned, networked and invested over £20 million to construct a state-of-the-art residence. The new seven story building offers health and wholeness facilities, a resident's lounge, laundrette and 20 flats with 5/6 ensuite bedrooms each sharing a kitchen. We also have 12 two-bedroom and four one-bedroom move-on apartments. The entire complex also hosts 16 accessible rooms.

All aspects of the building have been designed with homeless young people contributing to the style and quality of the fittings. The design has been led by our commitment to be a Psychologically Informed Environment and offer an inspirational setting for young people to live, learn, negotiate and excel. Our Housing Model supports a young person's transition to independence and is tracked by our new on-line monitoring tools, facilitated by a wifi-enabled tablet computing environment for our frontline teams.

All we need now is to recruit the expert team that will make a huge impact on the lives of homeless young people.

You will be an HR and organisational development expert, looking to make a big impact and to establish a highly skilled and committed workforce that delivers excellence in the services in the services we provide. To be successful in the role you will also need to be able to recognise the resilience of homeless young people and able to strongly empathise with them.

So, come to be a part of London's best team with the best accommodation that turns around the lives of young people.

Yours sincerely



Dr Gillian Bowen JP
Chief Executive

ABOUT US

City YMCA London is an independent charity affiliated to the YMCA movement that was founded in 1844. Our work is based on the ethos of the international movement and we work across some of London's most deprived boroughs in Islington, Haringey, Tower Hamlets, Newham, Barnet and Hackney as well as the City of London.

We passionately believe that every young person should have the opportunity to build a future of their own choosing. Over the past fifty years we have helped over 30,000 isolated, homeless young people struggling with family breakdown, school exclusion, poor mental health and drug and alcohol problems.

In October 2020, City YMCA London merged with YMCA North London, and are embarking on an exciting journey to take our merged organisation forward, creating a single team with a shared culture, values and vision for the future.

In 2021, we will be rebranding and becoming: **YMCA London City and North.** ▶





Currently we now have a housing provision across five sites:

Monarch Court

with 87 rooms for young people experiencing homelessness across London, with a current occupancy rate of 98% and a waiting list.

Crouch End

housing 154 young people aged 16-35 years with pressing housing needs, and a small number of room spaces in two houses designed for moving on.

LandAid House

after ten years of hard work, City YMCA London are on the cusp of opening a brand new, flagship centre for homeless young people at Errol Street, London EC1Y 8SE. The building will offer the opportunity for 146 young people to move off the streets and sofa's and into a safe place they can call home.

In addition to all of the above, our youth projects support young people aged 12-25 with a dedicated youth hub based in Islington (The Drum) as well as offsite provision.

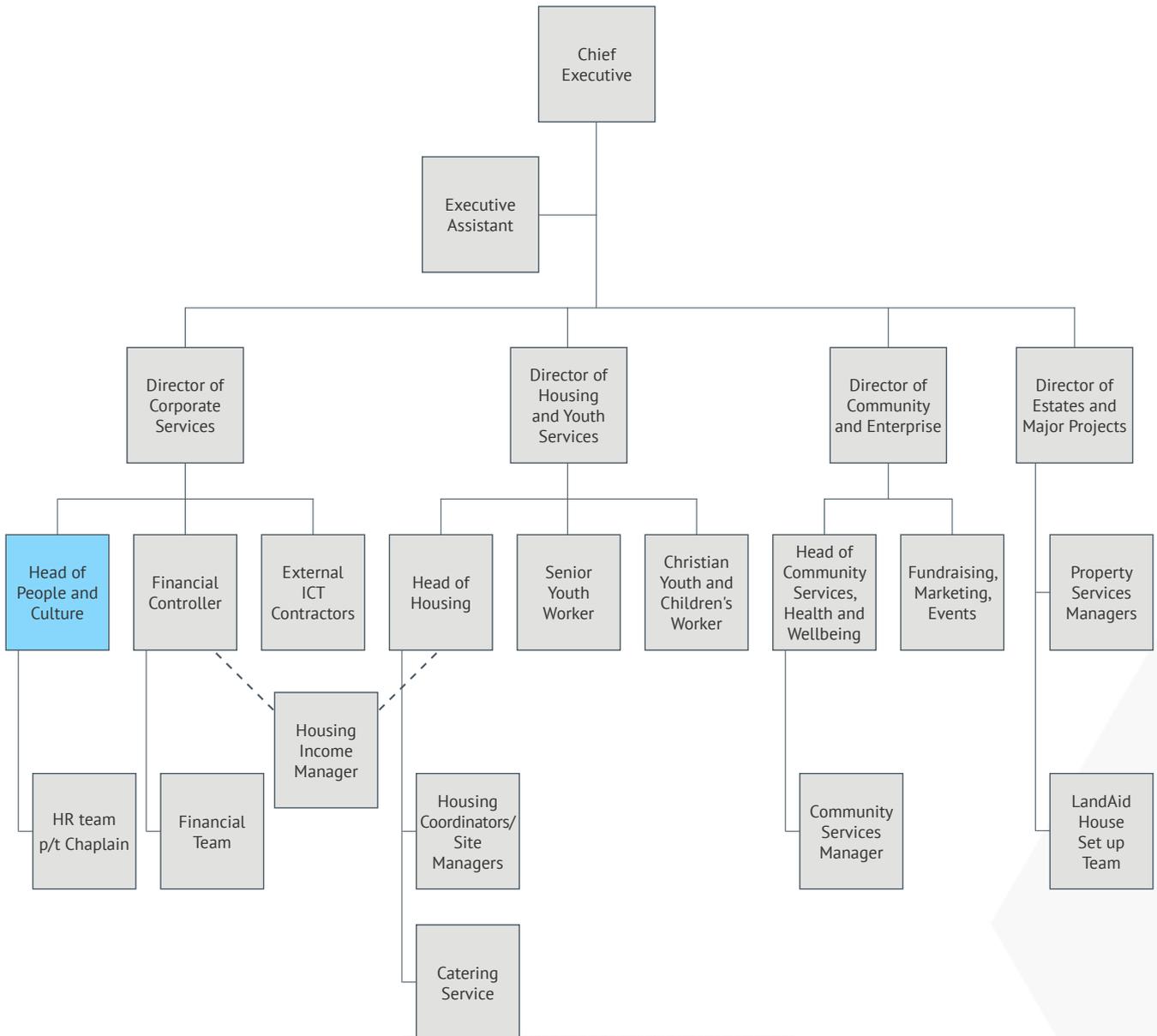
For more information

Download our latest [Annual Report](#)



ORGANISATIONAL CHART

January 2021: Proposed new structure currently under consultation



JOB PROFILE

Job title:	Head of People and Culture
Location:	Any one of the organisations premises as confirmed by the Chief Executive, working across all sites as required
Responsible to:	Director of Corporate Services
Responsible for:	HR Business Partner, HR Officer, contracted p/t Chaplain
Hours:	Full-time, 35 hours per week with a high requirement to be present and visible on sites for leadership of the people aspects of the change journey. Flexible working can be considered as long as the suggested arrangements are demonstrably able to meet this requirement.
Status:	Permanent
Annual leave:	33 days per year inclusive of Bank Holidays (pro rata)
Salary:	Grade I £50,000-£52,020 starting salary depending on skills and experience, full range runs to £55,203

Context

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creating a single team with a shared culture, values and vision for the future. In 2021, we will be rebranding and becoming YMCA London City and North.

We provide a wide range of provision, including housing provision for young people and after ten years of hard work, City YMCA London are on the cusp of opening a brand new, flagship centre for homeless young people at LandAid House. This is an incredible moment in our history.

We also provide a range of community and health and wellbeing provision, including the community hub at Tarling Road, the Harringay Club in Crouch End, a range of gym and fitness provision, and childcare activities. All our community, health and wellbeing and children's services are expected to self-finance. In addition, we run community events, and have fundraising, marketing and communication staff, who play a key role in the visibility, profile, community engagement and income generation activities of the charity.

Job purpose

- To lead on the development and implementation of the people and culture strategy for YMCA London and North, working collaboratively with the Chief Executive, Directors and senior colleagues, with a business transformation objective to support the organisation in achievement of strategy, direction, and values.
- To provide advice and guidance to the Chief Executive and Directors on organisational development and cultural change, people strategies, policies, best practice, risks and HR governance.
- To develop and manage a comprehensive HR service, including workforce planning, reward, performance management, talent management, employee engagement, learning and development, and change management, that delivers to strategy and direction.
- To act as the internal lead on Safeguarding, working in partnership with senior colleagues to establish policy and best practice and implementation into operational practice.

Key challenges for 2021

- Taking forward to the post-merger requirement to develop a shared culture and values, working with all employees to create 'one organisation' that is high performing and highly engaged.
- Creating a people strategy to support the future development and aspirations of the organisation. ▶



- Leading on the review and integration of HR policies, systems, processes, and commencing a review of terms and conditions to create a direction for the future whilst respecting the protected terms under TUPE.

Duties and responsibilities

Strategy and development

- Lead the development of the organisation's People and Culture Strategy, working collaboratively with the Chief Executive and Directors, and covering the full range of culture and people issues including organisational development; leadership and management development; equality, diversity and inclusion; resource planning; talent management; recognition and reward; internal communication and staff and volunteer engagement and morale, and change.
- Work in partnership with the Chief Executive, Directors and senior managers to review and redesign services to meet future focus and needs, ensuring the redesigns take into account maximising potential within the workforce, and anticipating future skills and knowledge requirements.
- Lead the development, delivery and continuous review of cultural change activity, ensuring leaders and managers role model appropriate behaviours, and engage staff in service improvement and delivery, and build a clear vision and drive accountability.
- Lead on HR and OD change or improvement projects (e.g. reward, performance management, employee engagement, learning and development), working through and with colleagues at all levels.
- Keep abreast of legal, regulatory and best practice developments in all aspects of people management, employment, safeguarding, and organisational development.
- Participate in external HR and OD forums within the YMCA Movement and more widely. ▶

Operational management

- Manage a high-quality business and people focussed HR service across the organisation, working through and with the HR team, and delivering policies, processes, systems 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, working with and through the HR team.
- Manage people data analytics, ensuring capture and analysis of people information to support business insights and decision making. Provide people reports for the Chief Executive, Directors, and governance level reports via the Director of Corporate Services to the Trustee Board. Draft the people section of the annual report and financial statement.
- Work with the Chief Executive, Directors and 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 business direction, objectives and values.
- Work in partnership with Directors and senior managers to develop the approach to working with volunteers, including creation of new volunteering opportunities, development of the volunteering offer, and support to managers in management of volunteers.
- Ensure that the organisation's vision, mission and values are communicated and embedded across the organisation, so that it is a great place to work and to volunteer, and that it fulfils its responsibilities in line with current employment and good practice.
- Coach leaders and managers to create and maintain a positive working environment with high morale, engagement and productivity for all (including volunteers).
- Work with the Director of Corporate Services and Financial Controller to develop costed proposals and financial plans for people and culture, including annual budgets, change projects, and reward costs and future forecasts.
- Work with the Director of Housing and Youth Services, and Director of Community and Enterprise, to ensure the development and implementation of Safeguarding policies and practice, and that safeguarding understanding and attitudes are embedded across all levels of the workforce (directly employed, volunteers, contractors). ▶

- Provide overall leadership to the HR team, ensuring high quality performance management and development, and communicating and engaging with the staff team in relation to vision and direction.
- Direct line management of HR team members including performance management and supporting learning and development.
- Lead on high profile or complex employee relations matters.
- Act as an ambassador for the organisation, and contribution to the wider YMCA Federation.

Dimensions

The working pattern will be discussed and set between the postholder and the Director of Corporate Services.

Regular supervision meetings will take place with the Director of Corporate Services and in turn with the directly line managed HR team.

Scope and limits of authority

- Accountable for HRMIS systems and data management for the organisation, including provision of data analytics to support business decision making.
- Accountable for safeguarding across the organisation.
- Accountable for ensuring compliance with employment legislation, both in policy and practice.
- Management of the people and culture budget, including reward budget and forecasting.
- Overall responsibility for the management of a staff team, working across two sites.

Person specification

Knowledge and qualifications

- Masters/Level 7 or above professional qualification in a relevant field (HR, occupational psychology, OD) and chartered membership of a professional body (ideally CiPD).
- Evidence of continual professional development. ▶



- Substantial experience across most areas of HR, including reward, employee engagement, talent management, performance management, learning and development.
- Excellent understanding of organisational development and cultural change and evidenced success in leading a significant OD or cultural change programme.
- Experience of successful development and implementation of corporate strategy (HR, OD or other) aligned to business direction and values.
- Excellent understanding of current models and approaches, including business partnering, transformational change, and agile, and EDI.
- Knowledge of legal and statutory requirements pertaining to employment, safeguarding, and equality, including in relation to provision of public services.
- Strong financial management skills, including budgetary management, and reward forecasting.
- Excellent knowledge of HR and people systems, including data management and the use of metrics to support business decision making.
- Experience in coaching and mentoring, up to and including executive level.
- Demonstrable experience in influencing colleagues and stakeholder groups, up to and including executive level.

Skills and abilities

- Strategic and analytical thinking skills, and ability to flex between seeing the overview and ensuring attention to detail.
- Strong verbal and written communication skills, including ability to present complex information to a range of audiences, and to draft complex documents and reports. ▶

- Excellent interpersonal skills, with the ability to network, establish collaborative working relationships and influence a range of stakeholder groups.
- Excellent organisational and planning skills, including planning and delivery of a service and/or change projects to meet objectives and deadlines.
- Highly developed people leadership skills, including highly development employee engagement skills, including during periods of transformation and change.
- Ability to both lead and work as part of a team.

Personal qualities

- Ability to model inclusive behaviours and practice which influence, motivate and inspire behavioural change.
- Ability to establish professional credibility quickly with colleagues and to interact effectively with staff, leaders and trustees at all levels and across all departments.
- Has an understanding of Christian Ethos and is able to value people of all faiths or none.
- A commitment to providing high-quality services.
- High level of self-awareness and commitment to own continuous professional and personal development.
- Commitment to equality, diversity and inclusion (EDI) and understanding of how it applies within this role.
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WHY WORK FOR US?

Apart from the amazing opportunity of contributing to our mission to turn around the lives of young people, City YMCA London offer an excellent range of benefits:

- ▶ You'll be working in a fast-moving progressive team
- ▶ You'll be based in a central London location
- ▶ Employer pension contribution
- ▶ 33 days per year inclusive of Bank Holidays (pro rata)



HOW TO APPLY

Apply online www.nfpconsulting.co.uk/headofpeopleandcultureCityYMCA

Your application should comprise a CV along with a supporting statement indicating how you meet the persona specifications of the role that you are applying for and your empathy and experience with homeless young people.

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



There will be a two stage interview process. Dates to be confirmed.

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. For example, attending interview.

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.

