



## St George's Crypt Case Study

### Breathing Space HR Ltd client since 2016

Operating in the Leeds area, St George's Crypt is a Faith-based charity providing practical care and support for homeless, destitute and disadvantaged people.

The Crypt runs a hostel for people with a background of addiction, promoting a programme of training and engagement and actively promotes resettlement.

Regent Lodge is a home for alcohol dependent gentlemen. The 24/7 staff support the residents to reduce their alcohol intake, this allows for a tailored support plan to enable the residents to move to appropriate tenancies and become self-sufficient. St George's Crypt work in close partnership with various agencies across Leeds to deliver the support required for this group of people.

An innovative and partnership driven approach nourishes and supports the Crypt to continue offering its services. We continue to develop health and wellbeing opportunities, working closely with the NHS, council and charities to offer a range of services including drug/alcohol rehabilitation physiotherapy, liver clinics, leg dressing clinics, optometry, dentistry, podiatry and occupational therapy.

The charity also runs three shops and two cafes and has 72 employees and 142 volunteers on an income of £3.2 Million.

### How Breathing Space HR work with St George's Crypt

#### up&up HR Strategy

St George's Crypt was our first client to engage with the 5 Stage up&up programme for HR best practice and continuous improvement. 3 years into the process, the programme audits and analyses the progress of key HR initiatives and ensures that continuous improvement is key to people management at the Crypt.

Each year the BSHR team report on key achievements under the programme and produces an "HR Calendar" of activities for the following 12 months.

Examples of projects and tasks completed under the up&up programme in 2018

- Implementing exit interview process
- GDPR compliance
- Contract of employment for Growing Rooms
- DBS/Right to Work Audit
- Induction processes
- Embedding an HR information system
- Started training needs analysis
- 11 cases managed, a reduction from 22 in 2017



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- Paper HR files all scanned and uploaded to toolkit ensuring compliance with GDPR
- Recruitment and selection processes for managers

Examples of Key HR priorities in 2019:

- Roll out “check in” meetings and development plans across the Charity
- Ensure all employees have an up to date Job Description
- Handbook and Contract Review – including reissuing contracts across the Charity
- Continue to raise line manager capability
- Develop a culture of empowerment where people feel valued for the contribution they make
- HR calendar format for HR activity across the year to enable more timely reporting for Trustees and Senior Management Team

### **Working with an Internal HR Resource**

Breathing Space HR supported the recruitment and advised on the job description for St George's Crypt full-time HR administrator. We support the HR administrator with technical HR advice and guidance and ensure that the HR administrator is continuously developed by experienced HR professionals.

### **Case Management**

Our HR Business Partners support managers in carrying out disciplinary, grievance, absence and performance meetings. We attend the meetings, support the managers in investigations and asking the right questions to ensure the best results possible. This has increased the confidence of the management team in these formal meetings and ensures that the legal process is adhered to.

### **Re-organisation of shift patterns**

In 2019, an additional project was carried out to re-organise the night shift pattern. The operational reason for this change was to improve the communication and management of the Night Shift Team to ensure they have the full support and engagement with their Day Shift colleagues.

This involved supporting the manager in designing the new shift pattern and analysing the contractual changes that would come into effect. We supported the manager who presented the proposal to the SMT and ensured the Trustees were fully informed in order to authorise the re-structure, fulfilling the Governance aspect of the Trustees role.



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The project involved a consultation exercise under variation to contract (where an employer needs to make a major change to terms and conditions which is not covered under a variation clause in the contract of employment). It was successfully completed in September 2019.

### **HR information system implementation**

Introducing an HRIS system to the Crypt had the following benefits:

- Secure record keeping
- Reduction in paper-based processes – holiday authorisation and sickness monitoring
- GDPR compliant
- Manager access and employee self-service
- Bradford Factor calculation and notification of absence trigger
- Creating space in reducing paper filing

### **Site visits**

St George's Crypt have an HR Business Partner on site for one day a week and our Senior HR Business Partner attends once a month. Breathing Space HR also attend the senior management team meeting to report and input on people management.

**If you have any questions or wish to arrange a meeting with Breathing Space, please contact:**

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