

SERVICE DIRECTOR

HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT



Grade and Tier	Chief Officer – Band 4	Reference:	COF0019
Reports to:	Director of Resources (S151 Officer)	Job Type:	Strategic Leader

Role Purpose

- Provide leadership and management in the operation of an integrated HROD and Health and Safety service to deliver customer focused and innovative centres of excellence.
- Enable directors to focus on driving the Council's overall objectives at a city, sub region, regional and national level.
- Communicate the vision of the Council and motivate and influence others to acquire this.
- Engage and contribute to the long term strategic planning process to ensure the Council's organisational design, behaviours and leadership are aligned to the strategic direction of the organisation.

Member of the Federation for: Resources and the Executive Office; encouraging the best use of resources, avoiding duplication and silo working, facilitating knowledge transfer between the senior team.

Statutory and Key Responsibilities/Accountabilities

- Lead Signatory for DBS checks.
- Statutory Payroll and Pension Functions – retained client.

Key Responsibilities**Corporate and Organisational**

- Provide strong, visible leadership and direction through compelling communication of the Council's vision and values to own department, federation and wider where necessary.
- Act as the principal policy and professional advisor on HROD and Health and Safety matters within own department and provide specific subject matter expertise and advice to directors, Chief Executive and elected members as required.
- Ensure own department delivers the policies set by elected members, ensuring all staff understand and act on the aims of the organisation, in order to meet the needs of the people of Plymouth.
- Embed climate change actions across the functions of the Human Resources and Organisational Development department contributing to core reductions in support of the Council's pledge to become carbon neutral by 2030.

Performance and Finance

- Take lead responsibility for the overall management of the department ensuring the Council's financial, human resources and other assets are planned, deployed and managed effectively to deliver the priorities.
- Ensure the department provides cost effective and efficient services for customers.
- Embed a positive, innovative culture, which responds effectively and efficiently to deliver an outstanding customer focused service with best in class policies and practices which respond continually to the changing internal and external environments.

Customer and Communities

- Contribute to the development of programmes of local engagement and communication within the city with stakeholders and local communities designed to promote the work of the Council and own department and deepen the Council's understanding of those it exists to serve.
- Create an environment and culture that empowers and requires employees to work collaboratively and effectively across the department, with the directorate/federation, organisation and with partners.
- Leads and challenges own direct reports to create continuous improvement and service delivery that is innovative, customer focussed and effective in delivering the Council's agreed outcomes.

Partnerships and external relationships

- Develop and engage in mutually beneficial relationships with partners and, where appropriate, integration of service delivery, to successfully deliver expected outcomes and benefits for the City.
- To fulfil a proactive role at local, regional and if appropriate national level in promoting and advocating for the City and its communities to deliver improvements and opportunities for residents and businesses.

Governance

- To ensure the statutory duties of the department are met in accordance with legislation, guidance and regulatory requirements.
- Ensure effective measures are in place to manage and mitigate risk to protect the liability of the department (including civil contingencies).

Role Accountabilities	Role Outcomes
<p>Corporate and organisational</p> <ul style="list-style-type: none"> ▪ Lead the HROD management team to provide a modern, responsive and compliant service which is aligned to the Council's People Strategy. ▪ Accountable for the development and delivery of strategy and performance across HROD so that it supports Council aims and objectives. ▪ Develop and deliver the next stage of the People Strategy to enable a workforce that is ready and able to meet the future needs of the organisation. ▪ Work in collaboration with Corporate Management Team (CMT)/SLT, politicians and the trade unions to secure the commitment of all stakeholders to the People Strategy. <p>Performance and Finance</p> <ul style="list-style-type: none"> ▪ Accountable for the delivery of the departmental budgets as aligned to the corporate plan. ▪ Ensure there is an appropriate performance framework in place to manage service performance and delivery objectives within department. 	<ul style="list-style-type: none"> ▪ HROD makes a demonstrable contribution to the Council and Plymouth being recognised as a safe and healthy place to work and live because of the services it delivers. ▪ Managers are provided with the right level of consistent advice, support and coaching to deliver good people management practices. ▪ Collaborative approach to managing trade union/professional association and other relationships relating to employment matters. ▪ HROD's workforce understand the Council's values, priorities and desired outcomes. There is demonstrable evidence of engagement and progress. ▪ Statistical returns are made on time. ▪ Performance management framework clearly communicated, implemented and monitored to ensure good performance is recognised. Performance managed by outcomes and poor performance addressed quickly. ▪ HROD has a long term financial strategy and plan (MTFP) which is clear and actively

- Develop and facilitate the performance and reward system for Chief Officers ensuring the talent programme attracts and retains top leadership talent.
- Identify and develop high impact talent interventions, including strategic workforce planning, which attracts and retains the best talent.

Customer and Communities

- Ensures services are focused on continuous improvement within agreed levels of customer satisfaction to best meet the needs of customers and citizens.
- Facilitate a culture change programme to support the organisation's transition to a customer focused culture.
- Ensure HROD provide efficient processes and ease of use business focused support to customers.

Partnerships and External Relationships

- Create and manage effective relationships and partnerships with a broad range of stakeholders, building support amongst them in order to deliver better public services.
- Promote the city by supporting and participating in key corporate events
- Build a consistent approach to leadership styles across the organisation to derive an empowered leadership culture.

Governance

- Deliver the statutory functions within HROD including those related to HSW.
- Member of tactical command team for civil emergencies and business continuity in liaison with the police/other agencies as appropriate. Member of the out of hours' rota.
- Ensure the department is compliant with all statutory, regulatory, safeguarding and audit requirements, including DBS checks and right to work in the UK checks and where applicable, those of Ofsted, CQC, Health and Safety Executive and Information Security.

communicated to CMT, elected members and the wider departmental workforce. The revenue and capital budget is delivered within agreed tolerances.

- HROD is able to demonstrate how it is performing against a range of performance indicators. Action is taken if performance fails to meet required standards.
- Customer experience and satisfaction is improved and there are measures in place to demonstrate that. Clear plans are in place where satisfaction is low.
- Strong HROD regional networks are established to best maximise investment from a range of funding agencies, grants and partners.
- Key partnerships are developed which have delivered better outcomes for Plymouth's employees/citizens.
- HROD links with other Council departments and partners to ensure coordination of activities including those relating to attraction, recruitment, retention of the core and peripheral workforce.
- Plans and training are in place and resourced to deal with a range of emergencies. Business continuity is in place.
- All HROD information is held securely, safely and in line with legal and statutory requirements.
- Effective measures are in place to manage and mitigate risk to protect the liability of the department and wider Council.
- Statutory functions are delivered, risks are mitigated and feedback is used to engender a culture of continuous improvement.

Essential Qualifications and Experience	Essential Skills and Behaviours
<ul style="list-style-type: none"> ▪ Degree and/or FCIPD or equivalent ▪ Management and Leadership qualification – Level 5 ▪ Demonstrable knowledge of empowering leadership styles ▪ Broad generalist experience of organisational development and employee relations gained from working in a complex, diverse and unionised organisation ▪ Strategic and operational HR experience ▪ Leadership experience in a culture change environment ▪ Experience of deploying commercial and transformational acumen within medium or large organisations. ▪ Experience of developing strategies and translating them into effective operational plans gained in a multi-disciplinary organisation. ▪ Experience in working effectively and impartially with elected members/senior board/executive members and in supporting democratic decision-making processes. ▪ A broad knowledge of public sector service delivery including direct delivery and commissioning. ▪ Understanding of the principles of system leadership. ▪ Experience of using a range of change management and transformation methodologies to deliver impactful organisational change at pace. ▪ Experience of working and succeeding in complex partnership arrangements. ▪ Experience of leading a multi-disciplinary workforce to drive performance and a successful culture. ▪ Experience of working within and promoting a health and safety and safeguarding culture. ▪ Demonstrable commitment and experience of celebrating and valuing diversity. 	<ul style="list-style-type: none"> ▪ Able to be a collaborative system leader across council with focus on culture change and transformational leadership. ▪ Able to translate complex strategies into what is required to deliver cultural, organisational and technological improvements. ▪ Able to work as part of a high functioning non siloed directorate team ▪ Able to translate vision, complex concepts, financial information, principles and practices into clear compelling organisational strategies and plans. ▪ Financial acumen to be able to interpret and interrogate complex financial information. Ability to think innovatively to identify income generation opportunities/income streams in own department in line with Council vision. ▪ Able to understand performance management systems and methods to drive continuous improvement for customers. ▪ Ability to influence, coach and mentor others to improve and build a high performance culture. ▪ Ability to develop and maintain effective dialogue with stakeholders including other service directors, directors, CMT, politicians and partners who provide of key public services, to protect and promote the best interests of the city.