

NORTHUMBERLAND COUNTY COUNCIL

PART A: JOB DESCRIPTION

DIRECTORATE:	Northumberland County Council
JOB TITLE:	Director of Workforce and Organisational Development
GRADE:	TBA
JD REF:	TBA
RESPONSIBLE TO:	Council Chief Executive
RESPONSIBLE FOR:	Council Services within the portfolio. These may change to reflect need and maximise capacity and resources across the Council.
Service/ Functions:	Provide the highest level of strategic Human Resources, Organisational Development and workforce advice to ensure the Council can deliver on its ambitions while ensuring it is a great place to work.
Employees:	Heads of Service, and other post holders within the Directorate. Some programme and project resource which will vary depending on activities and priorities within the Transformation programme.
Budget:	Operating as the Council's lead on all workforce matters taking accountability for the design and delivery of a workforce strategy which ensures the organisation has the right capacity and capability to meet current and future needs. This will mean ensuring that all organisational development initiatives provide value for money and meet corporate expectations. The postholder will hold responsibility for managing directorate budgets relating to staff and other assets.
Other Resources	As required to ensure that all transactional and transformational activity is undertaken to deliver resident focused and value for money services in line with the Council's Vision and Corporate plan.

JOB PURPOSE:

To lead, steer, and implement workforce strategies which deliver the Council's key corporate and partnership priorities that fall within the portfolio and in line with the corporate plan – a Council that works for everyone, to benefit the people of Northumberland.

This is a critical post as the Council embarks on a major programme of transformation where having a workforce which is highly engaged and productive is critical to deliver overall success. It will therefore be necessary for the postholder to lead on the design, delivery and assurance of both business as usual and transformation activities which will ensure the current workforce, as well as the future workforce, feel they are working for an innovative and caring organisation which invests in their skills and experience and wants to engage and involve them in decisions which will deliver continuous improvement for local people. In so doing the Council will build a culture centred around positive behaviours and personal responsibility and be an employer of first choice across the region and beyond.

To play a full and positive role as a member of the Council's Senior Management Team ensuring the delivery of effective strategic direction, leadership and resource management (people, finance and other assets) and use of prioritisation to secure the delivery of public services across the locality and maximise the Council's role in finding ways of delivering services which provide best value for money.

As the Council's lead adviser on all HR and OD activities support the Chief Executive, Leader, relevant Cabinet Members, Senior Management Team and other colleagues in creating and maintaining positive and productive initiatives which support workforce development to maximise talent and improve both retention of existing and attraction of new expertise.

Lead by example and foster a culture, both with the Directorate and across the Council, which engages all staff and partners in the development and delivery of services which meet residents' needs and expectations and supports staff development.

Maintain and develop the partnership with Trade Unions and other staff representatives.

Ensure, as a senior executive and the lead adviser on matters relating to the workforce , that effective governance and assurance processes, including audits and reviews are applied in all activity as set down in the Constitution and Council policies and procedures to safeguard the Council's financial and statutory duties and demonstrate public accountability and scrutiny of its decision-making processes.

Discharge the functions within the remit of the portfolio having regard to the decision-making framework and arrangements.

KEY FUNCTIONAL RESPONSIBILITIES:

In support of the Council's Chief Executive (and Head of Paid Service) be the principal adviser on matters relating to the workforce and ensure timely advice to relevant Council bodies and colleagues on all related matters of local and national policy and statutory requirements to enable the Council to make informed decisions taking account of the capacity and capability available.

Support Members of the Council and the Chief Executive in developing the vision and priorities for the County and ensure best advice is provided on the most appropriate response to internal and external pressures for change particularly relating to workforce needs. This will involve providing specific advice in relation to the functions across different Directorates and working with colleagues to understand and address the changes required from the regulatory frameworks and local and national policies.

Manage positively the interface between Elected Members and Officers within the Directorate, maintaining and developing essential Member / Officer partnerships and processes which support and promote a positive and respectful relationship between Members and Officers.

Champion a coherent multi agency approach to service delivery and provide leadership, direction, and management of the Senior team within the Directorate to ensure the delivery of the Council's priorities and provision of high-quality, cost-effective services based on community needs.

Participate and develop the Council's commitment to actively collaborate in major local and regional partnerships to achieve, within the overall strategy, maximum benefit for the Council and its communities. These partnerships will be essential to deliver sustainable growth and other front line services that communities and residents need.

Contribute to successful management of the Council's reputation, ensuring that it always acts in the best interests of Northumberland and that its activities are explained to stakeholders in an open and transparent manner.

PRINCIPAL ACCOUNTABILITIES

Lead the design, development and assurance of all workforce strategies and organisational development initiatives to maximise the contribution employees can make to the Council's success and create a positive culture based on personal responsibility and empowerment.

Provide leadership of the HR and OD function ensuring the team provide both operational and strategic services that deliver high quality professional advice and demonstrate best practice in living the desired culture and values

Lead the design and delivery of major change programmes that will ensure the workforce is well equipped to deliver on organisational priorities. This will involve understanding of 'smart' ways of working including use of digital tools that will improve the efficiency and

<p>productivity of the workforce.</p>
<p>Reshape and improve the skills of the workforce, expanding opportunities to introduce new talent through creation of new and expanded opportunities e.g. apprenticeships, graduate and intern schemes, work placements and other programmes. This reshaping will also involve raising the standard of leadership and management behaviours and competencies to ensure they can inspire and motivate their teams as well as deliver on professional expectations.</p>
<p>Act as a role model and exemplar in achieving a people-centred, values based and inclusive organisational culture that promotes innovation and creativity, nurtures growth, and focuses on developing and maximising the potential of the workforce to improve services.</p>
<p>Create innovative opportunities for career development to improve retention of talent and competitiveness in challenging candidate markets.</p>
<p>Oversee the most effective utilisation, performance, and deployment of resources (Human, Physical and Financial) that puts at its heart the provision of high quality, value for money services and ensure that there is sufficient capacity within the directorate to deliver successfully against the Council's ambitions and priorities bearing in mind statutory requirements.</p>
<p>Promote and deliver effective performance management across the organisation ensuring that employees and managers are accountable for performance and empowered to make decisions.</p>
<p>Actively demonstrate commitment and action to develop an inclusive, supportive, and constructive environment where everyone is treated with dignity and respect and diversity is valued in the workplace, in service delivery and communications. This will include ensuring that the right workforce strategies, policies and practices are in place and applied with purpose and discipline.</p>
<p>Lead the development of initiatives that support and encourage employee engagement with a focus on wellbeing, listening and responding to issues in order to deliver changes that will enable employees to deliver the best possible outcomes for local residents and feel valued. As part of this the partnership with the Trade Unions will be embraced as part of the framework for understanding and engaging with the workforce.</p>
<p>Ensure that all HR policies, procedures and systems are up to date to comply with legislative requirements and scan national and regional trends in order to apply best practices and create the best possible ways of working for all staff.</p>
<p>Provide advice and guidance to the Chief Executive and colleagues on Organisational Design in order to maximise opportunities for clear accountability and responsibility and to minimise the likelihood of duplication and inefficiency.</p>

<p>Oversee the scrutiny and advice on the plans and actions of Central Government and other external agencies to determine their impact on the development of local policies and priorities such as they relate to the workforce and and position the Council as a decisive and influential organisation to maximise all available assets and attract and retain the best possible talent.</p>
<p>Ensure the promotion, development, and maintenance of good relationships with the media and public as an individual and across the Directorate and ensure effective communication and engagement strategies are applied to support delivery of services and change activities.</p>
<p>Ensure equality, diversity and cohesion principles are embedded across all services. Provide leadership around diversity and inclusion, ensuring that the policies and services of the Council reflect the changing needs of all our communities and workforce and that equality of opportunity is ensured and diversity celebrated.</p>
<p>Represent and negotiate on behalf of the Council at local, regional, and national levels, promoting inter-authority working across the region and demonstrating flexibility and responsiveness to change. This work will involve understanding the workforce challenges across the region in order to maximise collaboration.</p>
<p>Take a supporting role within the Council's Corporate Emergency Planning arrangements (This includes a requirement to be available in the event of an emergency to perform the duties allocated to the post within the Emergency Plan).</p>
<p>Take a lead role in advising Council bodies on matters relating to appointments, disciplinary and grievances to ensure all advice follows legislative requirements and Council policies and procedures.</p>
<p>To undertake functions in the event of local or National elections, supporting the Returning Officer ensure the democratic nature of such activities is undertaken efficiently and in compliance with all statutory requirements.</p>
<p>Ensure that all duties and responsibilities are be carried out in accordance with Council's Constitution, governance arrangements, policies, and procedures.</p>
<p>Special Conditions:</p> <p>This position has been identified as a politically restricted post under the Local Government and Housing Act 1989. Therefore, the post holder is restricted from undertaking or participating in any political activity.</p>

PART B: SENIOR MANAGERS CORE COMPETENCIES

Working with Partners	
<ul style="list-style-type: none">• Work collaboratively across services and departments to deliver corporate excellence.• Work collaboratively with external partners to deliver excellent service.• Seek opportunities for partnership working at a local, regional, national level.• Clarify expectations, objectives and working arrangements of partnerships.• Contribute effectively to multi-partner projects.	
Serving our Community	
<ul style="list-style-type: none">• Promote the Community Plan.• Seek and act on feedback from the community.• Influence Service and Corporate plans to reflect community needs• Develop, deliver, and improve access to services based on an awareness and understanding of the diverse community• Promote equality of opportunity in service delivery	
Working within the Political Arena	
<ul style="list-style-type: none">• Understand and actively support the role of Councillors.• Understand and actively support the democratic process within Northumberland Council.• Recognise the impact of Government and legislation on Council strategy and services.• Consult, support, and keep Councillors informed.	
Delivering Excellence	
<ul style="list-style-type: none">• Understand how corporate performance is measured.• Monitor and evaluate services in relation to objectives and performance indicators.• Establish a culture that embraces the agreed Vision and Values.• Be positive ambassadors for the organisation.• Contribute to strengthening corporate leadership capacity.• Identify opportunities where organisational performance could be improved.	
Focusing on the Future	
<ul style="list-style-type: none">• Scan the external environment, look ahead, assess strategic options, and develop the Council in the medium and long term.• Lead the development and implementation of corporate policy at a strategic level.• Challenge what we do and how we do it.• Influence relevant national and regional organisations and partners.• Connect plans, policies, strategies, and services to provide consistent service delivery.• Generate innovative ideas.• Translate strategy into action.• Consider the implications of decisions across the Council and act in the overall interests of Council performance.	
Building Shared Vision and Values	

- Scan the internal environment and engage employees in compelling visions of the future.
- Create an environment in which a culture embracing our Vision and Values can thrive.
- Involve all stakeholders in building a vision for the future.
- Have a clear picture of the direction the organisation is taking and communicate it with insight, energy, and vision.
- Translate the Council's vision into practical and achievable plans.

Strengthening Corporate Leadership Capacity

- Continuously develop the political leadership and managerial interface.
- Operate with others as a cohesive senior managerial team.
- Create time with staff and other managers for discussion about their development rather than firefighting.
- Coach and mentor staff and other managers.
- Lead, delegate and empower others at a strategic level.
- Identify and develop potential senior managerial successors.

Promoting and Facilitating Change

- Critically evaluate the reasons that prompt change and take appropriate action.
- Proactively steer internal change.
- Proactively manage the exchange of information between the public and the organisation.
- Consider the resource implications of change.
- Anticipate and respond to emotional and morale issues brought about by change.
- Monitor and evaluate the change process to ensure aims are met.

NORTHUMBERLAND COUNTY COUNCIL

PART C: PERSON SPECIFICATION

DIRECTORATE:	?
JOB TITLE:	DIRECTOR OF WORKFORCE AND ORGANISATIONAL DEVELOPMENT
GRADE:	TBC

Qualifications/Professional Development
Evidence of a proven and consistent track record as a successful HR/ OD leader at a senior level in a large and complex organisation
Evidence of relevant up to date leadership and management training.
Evidence of recent relevant Continuous Professional Development.
Membership of CIPD is preferable but not essential if there is evidence of alternative CPD.
Experience, Knowledge, and Skills
Proven achievement of leadership success in managing large complex workforce strategies and change programmes with the ability to show in depth understanding of how to design and develop a workforce culture which is overwhelmingly positive and productive.
Ability to operate sensitively in a political environment, developing relationships with all members gaining respect, trust, and confidence and being accountable for effective delivery within a challenging environment.
Experience of devising and implementing frameworks, policies and practices which enable transformation of services and supports implementation of major change which challenges and alters ways of working allowing different service delivery models to provide better outcomes for residents and service users.
Evidence of personally leading within an organisational culture that models and embeds the practice of co-design and co-production and collaboration with people inside and outside the organisation.
Evidence of success in personally leading the development of external relationships and influential partnerships that have delivered tangible benefits and created a collaborative environment.
Evidence of using strong option appraisal, analytical skills, and innovation to achieve organisational success in an environment of reducing financial resources.
Ability to develop long term strategic thinking and bring new ideas, approaches, and solutions.
Ability to influence and persuade different stakeholders in order to promote the importance of supporting and investing in a culture that will bring out the best in people and deliver the Council's ambitions with pace and purpose.

Highly skilled communicator who communicates with clarity, conviction and enthusiasm and can demonstrate integrity, create rapport, and build trust and confidence to positively influence outcomes.
Ability to translate complex ideas and information into meaningful and 'user-friendly' information; 'tells the story' to bring people along and ensure all audiences understand the key messages.
Ability to develop strong relationships with senior leaders from a range of public and private sector organisations.
Personal and professional integrity and credibility that establishes respect, trust, and confidence.
Demonstrate personal resilience and ability to thrive in challenging circumstances.
Model and demonstrate organisational values and leadership behaviours, creating a shared purpose and positive permission culture that enables people to thrive through development, involvement, and well-being.
Motivation
Confident leader with a vision for Northumberland with high levels of energy, stamina, and resilience.
Fully committed to the principles and values underpinning the Council
Demonstrably strong corporate orientation and a commitment to tackling issues that inhibit organisational progress to high quality service delivery.
Personality, behaviour, conduct and credibility that engages and commands the confidence of Council Members, senior managers, staff, the public, external partners, and other stakeholders.