

Role Title	Corporate Director of People, Organisational Development & Business Support
Business Hub	Deputy Chief Executive Directorate
Pay Scale	CD 1
Purpose	
<p>To support the Chief Executive and Leadership Team in the achievement of the Council's priorities.</p> <p>To provide strategic direction on all people and organisational development, and Business Support initiatives and ensure that all interventions are designed to support the delivery and aligned with of the Council's priorities.</p> <p>To be the Council's strategic adviser on all issues relating to people management.</p> <p>To be the Council's senior, strategic sponsor on Equalities, Diversity and Inclusion initiatives, ensuring that the Council has an integrated cross council strategy and approach.</p> <p>To provide the Council on the strategic direction of health and safety.</p> <p>To provide leadership, vision and strategic direction to relevant programmes ensuring that they are business orientated, fit-for-purpose, value for money and focused on performance improvement for the council.</p> <p>Make a significant contribution to the development and implementation of the strategic agenda and corporate aims of the council. To act as a liaison between the directorate and the board ensuring transparency and clear distribution of board priorities and Council's vision</p>	
<i>Generic Accountabilities</i>	<i>End Results/ Outcomes</i>
<p>Direct, develop and control the service. Responsible for all operational decision making and management of the service.</p>	<p>Activities within the service are directed and controlled to ensure the required outcomes and standards are delivered either directly; through commissioned or funded services; or via community empowerment.</p> <p>Member input, community consultation and customer feedback inform the design, development, delivery and performance management of the service.</p> <p>Service quality, customer satisfaction, efficiency and continuity are maximised.</p>
<p>Service strategy and policy formulation and implementation are aligned to the Councils overall corporate strategy and objectives.</p> <p>Actively contribute to the corporate management and strategic direction of the council as part of the Directorate Management Team.</p>	<p>Service strategy is developed, agreed and implemented.</p> <p>Service priorities are established.</p> <p>Changing priorities and external requirements are anticipated and assessed.</p> <p>Innovative approaches and responses are developed and delivered.</p>

<p>Strategy, policy formulation and delivery of the Council's Equality, Diversity and Inclusion objectives for its workforce</p>	<p>Corporate workforce strategies are developed, agreed and implemented</p> <p>Innovative approaches and responses are developed and delivered across the Council</p> <p>Measures are agreed and monitored</p>
<p>Ensure the development and implementation of policy, systems, processes, performance criteria governance frameworks, and procedures within area of responsibility meet strategic / operational requirements, internal and external reporting requirements and ensure compliance with external legislation and regulations.</p>	<p>Policies and controls ensure that the area of responsibility is compliant with all relevant legislation, codes, regulations, guidelines, standards and best practice.</p> <p>Governance frameworks have clear accountabilities and effectiveness is measurable.</p> <p>Compliance is monitored and ensured. Action is taken to resolve any issues identified.</p>
<p>Accountable for the strategic and operational planning and delivery of the service targets and objectives. Ensure the service's plan and performance (either directly or through commissioned / managed services) result in the implementation of agreed Council strategies, policies and outcomes. Input to the strategic planning of the wider organisation.</p>	<p>Policy direction is translated into service outcomes.</p> <p>Service and business plans and targets are developed, communicated, cascaded and monitored.</p> <p>Robust performance and quality management systems and procedures are in place and meet all requirements.</p> <p>Performance, quality and contractual compliance are managed effectively.</p>
<p>Advise Management Board and Members on issues relevant to the service. Provide challenge and advice to colleagues, managers and partner organisations.</p>	<p>Act as lead professional adviser in area of responsibility.</p> <p>Strategic advice, critical challenge and moderation are provided in relation to all aspects of the service and wider council / partner activities as appropriate.</p>
<p>Develop and manage stakeholder relationships. Ensure the service has good relationships with Council Members, other service areas, customers, the public and the media.</p>	<p>Good working relationships with associated and affected interest groups / key stakeholders are established, promoted, fostered and sustained.</p> <p>Customer comments and complaints are used to improve service performance.</p> <p>The Council is represented on local, regional and national forums.</p>

<p>Develop opportunities for partnership working both within and outside the council. Lead on relevant partnerships between the Council and other public, private, voluntary and community sector bodies.</p>	<p>Where appropriate, delivery of the service is achieved / supported through partnerships.</p> <p>Partnership working is led effectively.</p> <p>Best practice is identified, shared and promoted.</p>
<p>Provide leadership and direction for the service, to ensure the delivery of timely and appropriate services to customers.</p>	<p>The service is led by a professional, motivated and effective management team.</p> <p>Recruitment, induction development, performance review, employee relations and all HR processes and planning is completed to the required standards and timescales.</p> <p>Deficiencies and underperformance are actively resolved.</p> <p>Effective team meetings take place.</p>
<p>Identify, secure, deploy and manage the resources necessary for the service to meet/ exceed its objectives.</p>	<p>Appropriate organisation structures and processes are developed and implemented to meet changing organisational requirements.</p> <p>Resources are effectively and efficiently deployed to achieve service objectives.</p>
<p>Direct and control the financial expenditure and integrity of the service.</p>	<p>Budgets and financial risk are monitored and managed in compliance with organisational requirements.</p> <p>The service is delivered within agreed budget.</p> <p>Funding from external sources is identified and secured where appropriate.</p> <p>Value for money is maximised.</p>
<p>Direct and implement a comprehensive risk management programme for the service.</p>	<p>Operational, financial, regulatory and political risk are identified and managed in accordance with Local Government and national working practices.</p>
<p>Ensure that the capacity to respond positively to change is enhanced, “traditional thinking” is challenged and innovative solutions are pursued throughout the area of responsibility.</p>	<p>Necessary changes to culture and practice are implemented and sustained.</p> <p>Conditions for others to perform and to innovate are created.</p> <p>Improvement of the service is focussed and driven to meet strategic objectives and improve service user outcomes.</p>

<p>Plan and direct / sponsor significant strategic programmes, projects and initiatives, both within the service area and across the council / partnerships.</p>	<p>Major change /complex multi-disciplinary programmes are monitored and directional control provided.</p> <p>Resources required to deliver the project / programme are secured.</p> <p>Projects / programmes have clear and assigned accountabilities and achieve their objectives.</p>
<p>Promote equality and inclusion across all service provision.</p>	<p>Communities are involved in service decisions that directly impact them.</p> <p>Remove barriers to access and participation facing the boroughs communities.</p>
<p>Role Specific Accountabilities</p>	<p>End Results/Outcomes</p>
<p>Undertake the formal responsibilities required for assigned regulated designations on behalf of the service</p>	<p>All statutory duties and relevant legislation are met.</p> <p>Constraints and opportunities posed by regulatory changes are identified and incorporated into strategic decision making.</p> <p>Response to service-related Scrutiny Committee enquiries are led effectively.</p>
<p>Direct and lead a portfolio of services, ensuring the development of strategies, policies, targets and objectives that deliver Waltham Forest's strategic, operational and financial requirements and meet all necessary regulatory and legislative requirements for:</p> <ul style="list-style-type: none"> • Organisational Development • HR Advisory services • Health and Safety • Business Support • ED&I 	<p>Activities within the service are directed and controlled to ensure the required outcomes and standards are delivered either directly; through commissioned or funded services; or via employee empowerment.</p> <p>Develop and champion the mission, vision, and values of the organisation to drive a high-performance work environment</p> <p>Implement and ensure alignment between the Employee Value Proposition and the employee experience</p> <p>Responsibility taken for key strategic measures of customer satisfaction. Customer and client experience is continually assessed and improved.</p> <p>Member input, community consultation and customer feedback inform the design, development, delivery and performance management of the service.</p> <p>Service quality, customer satisfaction, efficiency and continuity are maximised.</p> <p>People and Organisational Development staff have up to date professional knowledge and expertise, including a good understanding of best practice and are performing effectively through the creation of development and performance plans.</p>

	<p>People and Organisational Development staff effectively led and are motivated, deliver and reflect on practice, and practice improvement.</p> <p>Oversee and manage the budgets of the service.</p>
<p>Implement the Council's priorities and support its change programme and strategic activities through People and Organisational Development (and HR Advisory Services) and Business Support</p>	<p>Organisational change is well supported through excellent HR expertise, progressive organisational development and workforce culture.</p> <p>Strategic advice to the Chief Executive, Management Board and councillors is provided to help ensure the achievement of organisational goals and service improvement to the community.</p> <p>The Chief Executive, Management Board and Councillors express high levels of satisfaction with the service.</p>
<p>Work as part of a multi-disciplinary team of expert Directors within the Deputy Chief Exec directorate leading the delivery of organisational change and responding effectively to business-critical needs</p>	<p>Organisational change and responses to business-critical needs are informed by relevant insight, intelligence and expert guidance</p> <p>Directorate is trusted by Management Board and services to deliver effective change and responses to business-critical needs</p> <p>Directorate works collaboratively and maximises its resource and expertise for the benefit of the Council</p>
<p>Manage external relationships; formally represent the Council; lead negotiation, partnership working and liaison with London wide and National agencies.</p>	<p>Resources are secured and promoted to realise the Council's ambitions for People and Organisational Development services.</p> <p>The Council is successful in delivering its priorities through work with the public and private sectors.</p> <p>Waltham Forest Council attracts and retains diverse and talented staff and a variety of initiatives are introduced to achieve this.</p>
<p>Nature of Contacts</p> <p>Members, the Chief Executive, Strategic Directors, Heads of Service and equivalent levels in external bodies, private sector and partner organisations to advise, discuss, challenge and influence. Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.</p>	

Manage complex political relationships. Manage relationships with key stakeholders and delivery partners including negotiation of complex political / strategic / commercial issues.

Manage confidential, challenging and highly sensitive issues / situations, which involve significant negotiation, persuasion and influencing skills. Interaction with others and the ability to successfully influence and motivate are fundamental to the role.

Direct line management of a Senior Management Team.

Procedural Context

Reports to: Deputy Chief Executive

Lead and control a range of council services.

Accountable for operational and strategic implementation of decisions and direction for the service and for project / programme management for cross cutting corporate and partnership initiatives. Accountable for the integration of a range of professional /operational areas which are critical to the success of the organisation and for performance and service delivery across the service.

Breadth of vision and strategic and innovative problem solving involves thinking within a general framework of strategic direction in situations where there are often aspects which are ambiguous, intangible or unstructured. A significant degree of evaluative judgement is required in relation to risks and issues, with the ability to identify the potential impact of a wide range of changing and potentially conflicting internal and external factors. Conclusions and decisions seize opportunities and mitigate risks.

Direction setting, planning and prioritisation is over a number of years to ensure the service achieves its strategic goals, reviewing and adjusting to take account of the risks and opportunities presented by a changing political and regulatory environment.

Post-holder required to attend significant out of hours meetings.

Key Facts and Figures

Monitor and control the budget of a council service

Decisions will impact across own service, the wider Council and its partnerships.

Employees directly managed will be Divisional Directors, Assistant Directors and Head of Service, each responsible for significant resources and operational service delivery.

Resourcing

Budget Responsibilities: c. £14.7m

Direct reports:

- AD People & Organisational Development
- Head of Corporate Business Hub
- Head of Business Support

Knowledge, Skills and Experience

1. Significant senior strategic management experience, including translating organisational drivers into strategic objectives, longer term plans, new ways of working and specific outcomes for a portfolio of services in a large public sector organisation (preferably local government).
2. Significant senior strategic Equalities, Diversity and Inclusion experience that has delivered measurable change
3. Ability to apply design thinking methodology to help create an employee experience which engages, inspires and retains employees.
4. Proven ability to transform services and deliver change in a complex organisation.
5. Proven ability to manage a wide variety of activities across a range of professional areas of expertise and oversee their achievement of the organisation's strategic goals.
6. Knowledge of the major issues facing local government.
7. Extensive and comprehensive knowledge and understanding of the national policy context, requirements and future direction for relevant service areas.
8. Proven track record of accountability for significant budgets and ensuring the delivery of services within agreed resources.
9. Proven ability to drive through and deliver effective performance management within own organisation and understanding of the performance management process in partnership arrangements.
10. Significant experience of creating, leading and sustaining partnerships both internally and externally to achieve shared objectives and synergies.
11. Experience in persuading a wide range of stakeholders to work together, encouraging an organisational focus on the needs of the community.
12. Authority and credibility to work effectively in a political environment and establish positive relationships with Members.
13. Excellent interpersonal and communication and presentation skills, with proven ability to communicate effectively to a wide range of audiences both horizontally and vertically throughout the organisation.
14. Proven track record of operating strategically to identify, initiate and oversee corporate projects and policy development.

Indicative Qualifications

Educated to degree level or equivalent standard.

Relevant Post graduate / professional qualification - CIPD or equivalent qualification or equivalent experience

Evidence of continued professional development

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.