

Service Director: People and Culture

Reports to: Chief Executive

Grade: L2 (Currently £102,329 to £114,998 per annum)

Location: New Shire Hall, Alconbury Weald

The Service Director: People and Culture is part of the Council's Corporate Leadership Team (CLT), supporting the organisation with the achievement of our strategic ambitions through leading edge organisational design, development and workforce change initiatives, ensuring people are at the centre of our priorities and the Council's Values are embodied in all people related activity and our organisational culture.

The Service Director: People and Culture provides leadership to the following teams who in turn provide professional and expert advice to managers alongside offering learning, support and information to colleagues enabling all of us to best serve the communities of Cambridgeshire:

- **Workforce Policy and Wellbeing** - This team is responsible for the development, delivery and review of the Council's People Strategy, employment policies, pay and reward systems and employee benefits offering including the contract management of all salary sacrifice schemes. In addition, they provide advice and support across the council regarding all aspects of wellbeing and engagement, leading the wellbeing activity and provision available to our workforce.
- **HR Advisory and Recruitment** - The team is designed around a functional business partnering model with dedicated support to all directorates across all aspects of HR management including operational case work management, leading on HR elements of organisational change programmes, providing challenge and support to optimise the performance of the workforce through the development of line managers. The Recruitment Team focus on supporting the high-volume recruitment as well as retention measures.
- **Learning and Development** - The team deliver the council's learning offer, aligned to our People Strategy and service priorities. This comprises face to face directly delivered training, virtual classroom delivery, commissioning and contract management of external suppliers, designing and developing eLearning learning materials, bespoke support for teams, including facilitating team development days, delivery of apprenticeships and vocational qualifications, and other accredited programmes, and programmes to support Newly Qualified Social Workers. In addition, the team support senior recruitment with psychometric assessments, provide 1:1 professional coaching and management of the council's apprenticeship levy of circa £2m and create work experience opportunities for young people. The team also sell learning to care providers and other local authorities.
- **Equality, Diversity and Inclusion (EDI)** – Leading and delivering the EDI Strategy and action plan, supporting officers to deliver inclusive and accessible services across our communities. Coordination of communications and learning sessions to raise awareness to help build a compassionate, inclusive and culturally competent workforce. In addition, the EDI Team supports the organisation to comply with our duties under the Equality Act 2010, in particular the public sector equality duty (PSED).

- **Health and Safety** – Provision of a statutory, advisory and support service to ensure that the council provides a safe and supportive environment for colleagues, customers, and visitors. The team also supports Grant Maintained Schools.

Leadership and Collaboration

Provide clear, compelling and inspiring leadership to the Council contributing to the delivery of the Council's Vision and Strategic Framework Ambitions, communicating a clear vision and purpose to positively engage others, internally and externally.

Effectively contribute to the development and delivery of the Council's Strategic Framework, Medium Term Financial Strategy and the People Strategy. Actively understand the challenges faced by colleagues across the organisation to be able to support all Extended Leadership Team colleagues to deliver their objectives as well as those of the whole Council.

Create a high-performance and high productivity culture by providing strong and motivational leadership to drive continuous improvement, efficiencies, savings and higher levels of satisfaction for residents of the County. Actively promote the Council's Ambitions and ways of working and the Council's values and behaviours to ensure they are delivered throughout the organisation.

Role model and take responsibility for ensuring an effective approach to corporate parenting and safeguarding of vulnerable people is embedded in areas of responsibility.

Develop and implement effective communication and engagement arrangements with service users, employees, stakeholders, communities and partnership agencies to facilitate effective relationships that drive improvements in service delivery.

Actively develop and maintain strong and strategic relationships with key external stakeholders in the public, private and community and voluntary sectors, to optimise opportunities for delivering services in partnership wherever this would generate improved outcomes, effectiveness, or efficiency.

Ensure that the Council is able to specifically influence, work with and achieve collaborative benefits and investments, in partnership with the Cambridgeshire and Peterborough Combined Authority, NHS Integrated Care Board and NHS providers, Cambridgeshire Constabulary, Fire and Rescue Authority, the Greater Cambridge Partnership (City Deal delivery vehicle) and District and City Councils.

As a Senior Responsible Officer (SRO) or Sponsor of major programmes and projects of change and delivery, ensuring effective programme and project management approaches are applied, ensuring delivery to time, budget and plan, managing risks and issues dynamically and ensuring benefits planned are realised.

Develop and lead, as required, the implementation of the workforce change implications of Local Government Reorganisation (LGR) both within the Council and across partners, as necessary.

Governance

Provide effective advice, information, and support to elected members and relevant committees. Working with senior officers of the council to ensure this advice reflects the corporate approach.

Ensuring that all statutory duties, guidance, and statutory processes within the remit of the role are followed appropriately throughout the services responsible. Examples include but are not limited to statutory processes and duties including those related to Health and Safety.

Ensure compliance with all relevant legislative or best practice frameworks related to areas of responsibility including but not limited to procurement regulations, information governance requirements, health and safety regulations, performance and risk management, and the council's financial control procedures.

Innovation and Risk Management

Champion innovation by being open minded to new and radical ways to deliver services, actively seeking out good practice from others to learn from to develop our own service design and delivery.

Promote a culture of continuous improvement by encouraging colleagues to share ideas, reflect and learn from mistakes, take appropriate risks, and recognising innovation.

Champion and embed our organisational design principles alongside a performance and quality assurance culture that delivers results through rigorous open challenge, personal accountability and continuous improvement.

Equality, Diversity, Inclusion and Belonging

Promote an organisational culture that is positive, safe, respectful and compassionate, as well as open to change and feedback, enabling everyone to feel empowered and valued.

Act at all times in ways that create an inclusive environment where people can thrive and be empowered to be themselves and to do their best. Role model good behaviour and practice and proactively seek ways to ensure staff feel valued and develop a sense of belonging.

Demonstrate awareness of the diverse needs of our residents to inform the decisions made about the services we deliver, ensuring a robust approach to equality impact assessments and their application to employment, service delivery and policy development.

Working with Others

Foster and adopt a Council one team, one vision approach.

Promote and sustain effective partnership working with public, private and voluntary organisations.

Deliver effective customer service to our communities and residents.

Work collaboratively with our elected members to ensure that the needs of our communities are being met.

Role Specific Accountabilities

Provide strategic and expert HR advice to the Chief Executive and CLT on all aspects of employment and workforce matters to ensure the achievement of overall strategic and operational goals, ensuring that the workforce is well supported and managed and that issues that arise are dealt with quickly, professionally and within legal parameters.

Accountable for the leadership and delivery of the Council's People Strategy, ensuring that the action plan is appropriately challenging and is achieved, and that an ongoing programme of development and future strategies are developed. Lead on the development of people management policies and strategies that impact on management capability, reward and recognition, learning and development to recruit and retain outstanding and valued employees and enable and embed cultural change and effective leadership across the organisation.

Be the Head of Profession for HR in the council, working with fellow Executive and Service Directors to implement change that is cost effective, promotes the most effective use of the investment in employees and meets the Council's agreed operating model, including its organisational design principles. Work in partnership across the organisation with other services to deliver Council priorities and instigate action to enable their delivery.

Responsible for providing an effective HR Advisory service that supports managers to deliver the best outcomes and performance from their teams. Provide best-practice innovative HR and workforce development advice that seeks to continuously develop approaches to provide a consistent and high-quality service.

Provide strategic leadership for the health and safety team, ensuring performance is managed to deliver a high-quality service, the importance of health and safety is well promoted and understood across the council and that effective governance arrangements are in place to identify and mitigate risk. Drive continuous and sustained performance improvements and good governance for all health and safety related matters to safeguard the wellbeing of the workforce and the Council's reputation as a good employer.

Lead the overall direction of the equality, diversity and inclusion agenda including the delivery of the Council's EDI Strategy. Working collaboratively and in partnership with internal and external stakeholders, including the Council's IDEAL staff network and range of peer support groups, seek out and hear feedback regarding the experiences of the workforce and find workable solutions to overcome barriers, seeking to drive cultural change using focus groups, engagement initiatives, training and positive communications.

Chair the monthly consultation meetings with the Council's elected trade union representatives and regional officers. Lead on negotiation and consultation with trades unions on all workforce matters, including organisational changes and directorate specific proposals to ensure that change programmes involve employees' representatives and are appropriately delivered.

Provide strategic leadership for the learning and development services and proactively implement new ways of working to drive continuous and sustained performance improvements and efficiencies. Ensure that the support and services provided by the learning and development team are delivered to the agreed service levels whilst identifying opportunities to reduce cost, time and effort and increase customer satisfaction.

Accountable for the development and delivery of learning and development plans and strategies to support the development of the council's workforce that create an organisational culture based on customer focused delivery, effective leadership and innovation. Engage senior stakeholders on the development of these plans and strategies to ensure that resources are being deployed in the most effective manner and with the right level of priority.

Lead the delivery of an agile learning and development programme/offer to continue to build in-house capability including IT and business systems' skills, apprenticeships, leadership and management, social care practice and personal development.

Create and maintain a strong employee value proposition, including reward strategies, recognition and wellbeing initiatives focussed on employee engagement and retention.

Ensure end to end recruitment, resourcing and talent management processes are in place to attract high calibre, appropriately skilled and competent people into the organisation. Develop innovative and robust arrangements for employee resourcing, retention, and reward including senior recruitment and campaigns for hard to fill posts.

Represent the Council on the Opus People Solutions Board of Directors for Cambridgeshire, as well as overseeing the provision of agency workers and interims to the Council and operational delivery of this service as a customer of the business.

Person Specification (essential criteria)

Experience	<u>Service Director</u> Significant and successful experience of: • Working at a senior level within a large and complex organisation with comparable scope, responsibilities, budget, and resources. • Providing balanced strategic advice and guidance in a political setting. • Leading the delivery of public services with competing priorities and demands often outside of the Council's direct control. • Leading change and creating innovative service models, particularly in response to the demands of an organisation. • Successfully delivering complex projects and programmes ensuring the deliver to time and budget parameters. • Being accountable for making decisions within delegated authority for the post. • Supporting decisions made by senior management and/or members, resource allocation and to policy formulation and delivery, adopting a problem-solving culture. • Delivering creative and innovative solutions to improve the use of resources and achieve savings and improved value for money across an organisation. • Establishing a strong performance culture including effective performance measures, evaluation of service quality and the improvement of service delivery to achieve the Council's objectives. • Leading, managing and developing employees to sustain high levels of service delivery, recognising and developing talent. • Developing and nurturing positive and constructive working relationships with a wide range of customers, stakeholders and partners, maintaining a positive personal and organisational profile. Role Specific • Significant experience in HR management, at a senior or leadership level. • Demonstratable experience of working in a unionised environment and having successfully led consultation and negotiation activity. • Experience of having worked at a senior level in a political environment.
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	Strong understanding of UK employment law, with experience of navigating complex employee relations situations.
Skills and knowledge	<u>Service Director:</u> Ability to demonstrate: - A comprehensive understanding of the current issues and challenges facing local government as well as the statutory framework governing the sector. - Skills in understanding and responding to different perspectives and taking a cross-organisational approach, gained by working in a political or similarly challenging environment. - Business acumen and an entrepreneurial mindset to lead the strategic delivery of services and maintain a focus on delivering value for money at all times balanced against the difficult and sensitive challenges faced. - Ability to lead, develop and sustain effective team, partnership and multi-agency working through strong effective advocacy, influencing and negotiating skills. - Skills to provide creative solutions to complex problems together with high level analytical, presentational and communication skills. - Ability to establish and sustain positive relationships that generate confidence, ability and trust. - Highly developed influencing and negotiation skills to operate at a strategic professional and political level, locally and nationally. - Understanding of the barriers to organisational and cultural change and the commitment to being a catalyst for change. <u>Role Specific:</u> - The ability to develop and implement long-term People / HR strategies. - A deep understanding of UK employment law and regulations. - Broad knowledge of public sector services, the social and economic context and the changing environment within which local authorities work and the implications of this for delivery of County Council's ambitions. - Experience of delivering large scale organisational change, redesign and workforce reconfiguration.
Personal Effectiveness	<u>Service Director:</u> Ability to demonstrate: - A clear and strong personal commitment to equality, diversity and inclusion and a track record of developing inclusive services and leading by example. - Evidence of leading people and services to recognise, respect and value

	individual needs to achieve a culture of inclusivity. • Evidence of operating effectively and openly within the democratic process with the political acumen and skills to develop productive working relationships with Councillors that command respect, trust and confidence. • Personal and professional credibility which commands the confidence of elected members, senior managers, staff, external partners and external stakeholders. • Leadership by example with a style that empowers others and is open to question and challenge as well as a commitment to continuous self-improvement. • A commitment to and evidence of successful strategies in managing personal resilience and wellbeing at a leadership level and promoting positive leadership practice, role modelling these behaviours for others. • Evidence of planning for the future delivery of services, including effective workforce planning for future challenges.
Qualifications	<u>Service Director:</u> • Possess current and ongoing Chartered Membership of the CIPD (MCIPD), ideally Chartered Fellow of the CIPD (FCIPD). • A relevant Postgraduate Level qualification or equivalent and/or relevant compensating experience at a senior leadership level. • Evidence of continuous professional and leadership skill development.