

Role Profile

Reference Number	
Role Title	Assistant Director - Human Resources and Organisational Development
Directorate	Transformation and Change
Function	Human Resources and Organisational Development
Reports to	Director – Business Transformation and Change

Role Purpose

As a member of the Senior Leadership Team, the role holder will contribute to the leadership and strategic direction of the Council to help shape and develop a high performing, efficient, entrepreneurial, compassionate and enabling Council.

The role holder will advise Senior Leaders and Members on HR and OD related matters and translate the Council's strategy and corporate plan into clear strategies and policies for human resources and organisational development and lead the implementation of that strategy, using available resources to enable the organisation to deliver excellent and inclusive services that improve the health and wellbeing of residents and communities of Cumberland.

The role holder will participate in national forums/committees to ensure the council is at the forefront of all people related issues and seen as an innovator within the Public Sector.

Accountabilities

General Responsibilities

- Be an active member of the Senior Leadership Team, shaping and developing an innovative, ambitious and inclusive Council, delivering an excellent HR/OD service for the whole council through an ambitious, integrated and successful enabling function. Be the lead HR & OD expert advisor to the organisation, leading on major people-related programmes and delivering leading edge people policies, consultation and procedures and updating in line with legal changes, meeting the Council's need for workforce change to support the Council to transform and nurture a learning organisation.
- Provide culture change expertise, advice, oversight and support to the CEO, leaders, members and staff to support the achievement of Cumberland's culture target state following the local government re-organisation and establish and sustain a positive and inclusive Council culture based on the values.
- Ensure the delivery of robust workforce information and proactive analysis of internal trends and labour market trends to the Council and its managers, to enable the Council to plan for its future workforce needs within agreed budgetary limits over both the short and long term.
- Build and maintain positive relationships with trade unions, ensuring open communication and consultation and represent the local authority in collective bargaining negotiations, ensuring that agreements are legally compliant and meet the needs of the organisation.
- Responsible for all aspects of people management, occupational health, workforce training, organisational development, recruitment and retention, employee relations, industrial relations, talent management, and early careers, ensuring sufficient support for an effective service.
- Work with Departments to support staff to be the best they can be, removing barriers and enabling staff to be entrepreneurial and innovative, and work with stakeholders across departmental and organisational boundaries to co-design inclusive and joined-up services that are efficient, effective and meet the requirements of residents and communities.
- Lead the development and implementation of the human resources and organisational development function's strategy, plans, objectives, policies, systems and processes to deliver council priorities, ensuring they meet internal and external reporting requirements comply with external legislative and regulatory frameworks.
- Inspire, motivate and develop functional leaders and staff, to create an empowering, enterprising, modern and learning culture that enables staff to perform at their best and therefore both deliver excellent services to residents as well as retain and attract the best talent for the council.
- Ensure the human resources and organisational development function uses all available resources in the most efficient and effective way that represents excellent value for money, managing budgets and ensuring

services are continuously improved to see if they can be delivered in a more cost effective and streamlined way.

- Identify trends and developments in human resources and organisational development, anticipating future issues, promoting innovative new approaches that illustrate an understanding of the 'system wide picture', and positively challenging current thinking to deliver better services and outcomes for Cumberland communities.
- Foster and cultivate long term constructive relationships with a range of stakeholders at both a local and national level, to position Cumberland at the centre of relevant networks and be at the front for new opportunities that will deliver efficient and effective enabling services for the council.
- Work with the cabinet and the relevant member portfolio holder as the council's expert on human resources and organisational development, to provide advice, guidance, clarity and insight into functional delivery and performance.
- Provide leadership in risk management, emergency response and business continuity both corporately and as part of your directorate, being available for response rotas as required.

Knowledge / Skills / Experience required

- Experienced professional in HR and Organisational Development, with a breadth of understanding of all areas that the role covers.
- Experience of shaping a human resources and organisational development strategy and objectives, covering a range of services and activities that have shared objectives.
- Experience of leading a function or department within a complex and diverse organisation.
- Significant experience of working with Trade Unions in a large complex organisation
- Experience of developing effective and long lasting relationships and being able to work across departmental and organisational boundaries to collaborate with and influence key stakeholders, building support for ideas and initiatives behind the scenes to support the implementation of solutions across other public bodies, government, the private sector and the VCS community.
- Able to use leadership skills to build an understanding of the agendas or motivations of others in order to keep them positively engaged.
- Able to foster an innovative and curious mindset that drives an ambitious and inclusive way of working, and empower staff to see continuous learning as a positive that drives better solutions and outcomes.
- In-depth understanding of regulations/legislation and best practice within the human resources and organisational development arena, and the wider sector, with a thorough understanding of national and local government developments, policy, and emerging trends.
- Degree and post graduate qualifications or equivalent experience in relevant disciplines (Membership of CIPD or similar professional bodies desirable).
- Strong organisational and political acumen, with the ability to work with elected Members and interest groups to build consensus and shape services.
- Excellent commercial acumen and financial management skills.
- Track record of leading multidisciplinary teams using agile methodologies in large organisations.
- Great track record of using user centred service design approaches to solve complex problems in large scale services
- A proven ability to build effective relationships with diverse groups of stakeholders, capable of flexing your style, to understand and engage with different audiences
- Proven track record of developing high performing, agile teams
- Relentless customer-focus and a proven track record of changing and improving HR and OD services to deliver better outcomes for the user.

- Able to think strategically about the needs of the organisation and the role that HR and OD plays in meeting these needs
- Track record of agile working and continuous improvement

Context and Scope

As a new unitary Council, the post holder will need to make a considerable contribution to shaping a new organisation that will deliver modern, agile, inclusive services and outcomes for the residents and communities across Cumberland. The Council will consider and assess different models of service delivery and by acting as a facilitator, will work closely with residents and communities so they can identify what they need to thrive and be resilient and explore how services may be delivered, be they by the Council or partner organisations or through doing more for themselves.

The Council will be bringing different cultures and ways of working together from former legacy organisations, while forging ahead in setting out its own aspirations and vision for how it wants to deliver services to the communities of Cumberland. While there will be many things that feel similar on day 1, this will not be business as usual and the organisation will not stand still, going through significant transformational change. The role holder is part of the extended leadership team that needs to create a safe and inclusive working environment that provides staff within their function with the confidence to continue to deliver services during the transition and transformation of the new Cumberland council from previous councils' models.

As a leader in this organisation, the post holder will need to thrive in an environment of constant change and some ambiguity. They will be a need to be both stable (resilient, reliable, and efficient) to keep delivering safe and effective services and dynamic (agile, nimble, and adaptive) to transform and continually learn and develop.

Traits, motives and competencies

Cultivate Innovation

- Creating new and better ways for the organisation to be successful.

Customer Focus

- Building strong customer relationships and delivering customer-centric solutions.

Manages Complexity

- Making sense of complex, high quality, and sometimes contradictory information to effectively solve

Demonstrates Self-Awareness

- Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.

Manages Ambiguity

- Operating effectively, even when things are not certain or the way forward is not clear.

Instils Trust

- Gaining the confidence and trust of others through honesty, integrity, and authenticity.

Action Oriented

- Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.

Ensures Accountability

- Holding self and others accountable to meet commitments.

Optimises Work Processes

- Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement.

Drives Vision and Purpose

- Painting a compelling picture of the vision and strategy that motivates others to action.

Collaborates

- Building partnerships and working collaboratively with others to meet shared objectives.

Builds Effective Teams

- Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.

Contribution to Council Performance

TBC