



## Director for People

<b>Department</b>	Strategy and Transformation
<b>Service</b>	HR
<b>Grade</b>	Scale Q
<b>Reports to</b>	Executive Director, Strategy and Transformation
<b>Responsible for</b>	HR and OD

### Overview/Context

Like many public sector organisations, the next few years will be framed in the context of pandemic recovery, significant financial challenge and a wide-ranging agenda for change. It is also a context of opportunity and ambition for our colleagues and residents in the county as we implement our new overarching strategy as a council. As the Council’s professional leader for HR, this role has specific contributions and responsibilities within the Constitution to the functioning of the council.

The Director for People is responsible for leading and developing our workforce strategies, values and context for our organisational design and development. They will play a major role in the leadership of significant programmes of change and restructuring and for realising ambitious benefits (financial, productivity as well as cultural). The Director of People is the focal point for an effective employee relations and employee engagement climate and has a role across Norfolk public sector bodies to collaborate on workforce strategies and initiatives (e.g with the NHS for mutual ambitions.)

The role sits within the Strategy and Transformation Directorate with an aligned HR Business Partner model working with service leadership teams. Critical to this role is to work across a diverse organisation and wide range of professional colleagues and needs to provide a collective HR response

#### Scope and Dimensions:

- NCC employees - 7000 FTE, 9000 headcount, payroll £260m
- NCC schools – professional accountability oversight 4500 FTE, 8500 headcount. Policy and oversight for schools with HR services for schools within education
- HR Department of c120 comprising HR services, OD, Strategic HR business Partnering, and Health and Safety
- Specific accountabilities within the Council Constitution for workforce
- The Leader of the Council holds the portfolio for workforce
- This role works closely with the Head of Paid Service who is ultimately accountable for the management, shape and size of the authorities’ workforce



**Job Purpose**

To lead the workforce strategies of the council and ensure a high performing HR department such that strategic challenges are overcome, NCC is a great place to work and that we deliver innovative, excellent and value for money services to our residents.

To contribute to the wider leadership of NCC as a member of the Corporate Board and the Strategy and Transformation Department.

To provide leadership and strategic direction to the Human Resources Department to ensure that we meet our statutory responsibilities and safeguard the reputation of the organisation and that the department continues to improve its effectiveness, efficiency and meets the needs of the wider business.

**Principal Accountabilities**

**Strategic Leadership**

- Ensure that there are effective workforce and OD strategies in place.
- Manage the development, implementation and monitoring of robust strategy frameworks and plans for services, to support the effective implementation of workforce and OD strategy and realisation of corporate objectives.
- Creating a workforce strategy that gives a clear road map for how we wish to recruit, attract and retain a high performing workforce, through the clarity of our values and our offer to them as employees.
- Align OD, workforce strategy and planning to corporate strategy and business planning process, including assisting in the design and implementation of the new organisation wide approach.
- Integration of workforce strategy within a coherent set of mutually-supporting strategies (IT, Property, I&A etc), and contribute to the integrated leadership of delivery of that set of strategies.

**Transformation**

- To lead from a workforce perspective and engage with our strategic partner to realise the benefits of the organisational design and related change programme. This will include restructuring.
- To lead a programme of cultural change and organisation development that includes a review of our council values. Through the cultural change ensuring our workforce is agile and comfortable about the challenges we face and that withstands business disruption and enables strategic transformations.



- To ensure the realisation of benefits from the MyOracle programme and implementation and lead the adoption of new ways of working. (New payroll/staff record/finance system).
- To provide and ensure appropriate input from HR on transformation, supporting transformation governance and adherence and development of appropriate policy.
- To bring your own insight, experience and value to our journey

### **Leading a High Performing HR Function**

- Review the HR operating model for strategic and transactional HR, including the schools traded service for effectiveness and efficiency.
- Lead the continued modernisation of HR function in close connection with workforce strategy and MyOracle implementation ensuring strategic insight, effective planning, performance enhancement and a proactive and positive user experience
- Lead the continuous improvement, innovation and development of the HR service to drive the achievement of high quality, good practice, and effective customer focussed outcomes, which meet legislative and statutory requirements and the needs of the public and the Authority, providing value for money.
- Provide line management and leadership to the HR department and HR leadership team.

### **Corporate Management**

- Contribute, as a member of Corporate Board to the leadership and direction of workforce strategy and services to ensure effective joint working.
- Lead the provision of professional advice and information on policy and service delivery matters to Chief Officers and Members, to ensure that Council decision making, workforce and OD strategy and planning in the service area is clearly informed to meet the best interests of Norfolk.
- As part of the Corporate Board and Senior Leadership Team, contribute to the corporate planning and prioritisation of the Council. Provide expert advice on professional area matters, to ensure these considerations are an integral part of the policy making decisions. Ensuring well informed decisions that meet statutory obligations, strategic ambitions and deliver high quality services that meet the needs and aspirations of the people of Norfolk.



### **Operational and Programme Leadership**

- Lead initiatives and workforce strategies to develop a highly motivated and skilled workforce with a culture that supports current and future business delivery needs.
- Develop a communication and negotiation framework for employee relations, to promote a culture of positive partnership and employee engagement and involvement.
- Ensure practice meets national requirements, legislation and good practice to ensure Norfolk County Council is seen as an employer of choice and is able to attract and retain high calibre staff.
- Lead the Council's approach to equality and management of diversity in employment.
- Ensure effective strategies and plans with regards to the Recruitment and Retention and modernisation of the wider workforce
- Ensure the council has an effective approach to Leadership and Management development.
- Keep under review the approach to reward and recognition, including terms and conditions

### **Communications and Relationships**

- Lead Council representation with relevant strategic partners and key partnerships with other authorities/bodies and to build successful working relationships, which enable the management and promotion of integrated working. Through that to support the effective, customers focussed implementation and improvement of jointly provided professional services, which enables improved outcomes for Norfolk.
- Promote and raise awareness of corporate initiatives and programmes of work with departments and services, and ensure effective communication to support engagement with priority issues, drive improved performance against standards and objectives, and achieve greater service satisfaction as measured by surveys, complaints etc.
- Lead formal employee relations through collaboration, consultation and negotiation with unions

### **Performance**

- Manage allocated budgets and resources to ensure they are effectively managed, controlled and deployed to meet quality standards, customer demands, and provide value for money. Maximise revenues where possible and access external funds and resources that support the achievement of objectives and performance standards
- Manage performance improvement through the setting and delivery of key performance targets and measures, to achieve high standards of quality and effectiveness



**Leadership**

- Provide leadership and direction to the HR service on behalf of the organisation and provide corporate leadership as described above
- To role model and encourage desired behaviours and ways of working
- Demonstrate and live the NCC values:
  - Take accountability – do what we say we will
  - Make strategy happen – take action which makes Norfolk a better place
  - Be evidence based – target our work to make the biggest difference
  - Be business-like – think smarter to ensure value for money
  - Be collaborative – better working together

**Person specification**

<b>Qualifications:</b>	<b>Essential (✓)</b>	<b>Desirable (✓)</b>
A master’s degree level qualification, or equivalent experience, in strategic HR / OD leadership	✓	
Member of the CIPD or equivalent to demonstrate professional expertise of HR and organisational development	✓	
<b>Skills / Knowledge / Experience</b>	<b>Essential (✓)</b>	<b>Desirable (✓)</b>
5-10 years’ experience working at a senior level delivering strategic HR and OD leadership and improvement	✓	
Experience of leading significant change and the people implications of that	✓	
Ability to translate strategy into plans and practice that makes a difference	✓	
Can demonstrate a sustained track record of success	✓	
Extensive relevant leadership experience in large complex organisations	✓	
Knowledge and understanding of the public sector	✓	



Experience of policy development within a public sector setting		✓
Extensive experience of leading established and developing teams to deliver across organisations. Providing direction and set priorities. Building confidence and capability in staff	✓	
Able to demonstrate strong cross organisational leadership skills, role modelling new ways of working. Able to create a strong sense of drive and cohesion within teams.	✓	
Excellent written and verbal communication and diplomacy skills, with the ability to build strong networks, influence and persuade senior partners and stakeholders and gain the confidence of Members, senior managers, partner organisations.	✓	
Analytical skills to undertake root cause analysts and use data and intelligence based decision making to solve organisational challenges.	✓	
Experience of successfully leading and delivering in a virtual world with remote working and without 'presenteeism'.		✓
<b>Attributes / Behaviours</b>	<b>Essential</b>	<b>Desirable</b>
	(✓)	(✓)
Leadership and influencing behaviours	✓	
Demonstrates ambition, ability to inspire and genuine strategic thinking	✓	
Ability to establish effective working relationships, negotiate constructively and with attuned political skills and awareness	✓	
Outcome focussed – experience in setting and achieving targets, overcoming barriers and obstacles	✓	
Tenacity and resilience, for example, challenging existing ways of doing things	✓	
Creativity and imagination in seeing new approaches, painting the vision, overcoming obstacles and showing that ambitious goals can be achieved	✓	
Versatility, ability to adapt to new challenges	✓	



A solid understanding of how people experience change and change processes	✓	
Business acumen and understanding of organisational issues and challenges	✓	
Flexible and adaptable; able to work in ambiguous situations, with the agility to react/adapt quickly to issues or emerging needs, or changes in corporate priorities	✓	
Forward-looking with a systems-thinking/holistic approach		✓

**The Council's values and strengths**

- Take accountability (Do what we say we will)
- Make strategy happen (Take action which makes Norfolk a better place)
- Be evidence based (Target our work to make the biggest difference)
- Be business-like (Think smarter to ensure value for money)
- Be collaborative (Work together to find a better way)

**Other Job Information** (special factors or constraints and physical requirements or environmental conditions that the job holder will encounter, including how long they last and how often they occur)

**General Information**

- The job description details the main outcomes of the job and will be updated if these outcomes change.
- All work performed/duties undertaken must be carried out in accordance with relevant County Council and Departmental policies and procedures, within legislation, and with regard to the needs of our customers and the diverse community we serve.
- Job holders will be expected to understand what is meant by safeguarding vulnerable groups (children, young people and adults) and how to raise concerns.
- Job holders will be expected to be flexible in their duties and carry out any other duties commensurate with the grade and falling within the general scope of the job, as requested by management.



The information in this job description is accurate and reflects the requirement of the role: -	
Line Manager:	Paul Cracknell
Position:	Executive Director, Strategy & Transformation
Date:	January 2021