

Slough Borough Council

Job Description

Job Description Reference: S&T 2-0

Date: June 2023

Post Pay Level: SML 14

DBS requirement:

Job Title: Director of HR & Workforce Transformation

Responsible to: Executive Director

Responsible for: HR & OD Service

As the council's Director for all matters relating to HR, employment and people-related change, and a member of the Executive Director's Management Team, this post is directly responsible for:

Number of reports:

Direct reports: 3

Indirect reports: c. 25

Total Managed: 28

Financial Responsibilities:

Revenue budget of £2.4m, plus accountability for cross council temporary labour spend, currently circa £20m

Main purpose of Job:

To lead and provide strategic direction for the council's HR and workforce transformation efforts in support of recovery and transformation. This includes redesigning the HR&OD service to effectively support recovery and making it fit for the future through a programme of continuous improvement. The postholder will lead the redesigned service to support the whole council through a period of major transformational change while ensuring high quality BAU HR services to customers. The postholder is ultimately responsible for managing risks relating to employment matters.

General Accountabilities:

- **Strategy development**

Help shape the direction of the council to drive forward the public service reform agenda and ensure delivery of its priorities and value to residents. Provide a strategic vision for the future development of the service to enable the council to meet its future challenges, fostering a culture of continuous improvement.

- **Corporate leadership**

As a senior leader working as part of a wider leadership team across the council, work together take collective responsibility and drive forward a range of cross-council initiatives which are required to ensure changes are embedded in a sustainable way throughout the organisation. Provide corporate leadership that encourages our staff to recognise their contribution to the strategic objectives the council has set.

- **Service leadership and management**

Lead the integrated delivery, improvement, management and performance of the service, commissioning and directing activity within the council and externally as required, and ensuring overall objectives are translated into effective plans and that the service is efficient and locally responsive. Provide inspirational and professional leadership to staff, strengthening skills and competence and fostering a strong culture of standards, performance and accountability.

- **Resources / Financial management**

Ensure tight budgetary control and prioritise use of resources and assets to support the delivery of the council's corporate vision and help ensure that the council receives value for money from its expenditure. Drive and/or support the development of outcome-based commissioning models to better ensure strong price competition and transfer of risks through contracts with third parties. Champion and drive the development of commercial opportunities where appropriate.

- **Partners and stakeholders**

Actively engage, communicate and influence within the council, across partners and with the wider local and central government community to champion the council's approach to unified public services. Foster the bringing together of local services and decisions across agencies to reduce demand and help communities more independently support themselves.

- **Business change**

Lead, develop, implement and review change management programmes to deliver continual improvement. Assist the Chief Executive and Executive Directors in developing a single council-wide corporate culture to engender a strong and shared approach to delivering services and provide better support for staff to deliver savings.

- **Compliance**

Ensure that all activities within the service comply with the council's Constitution, Standing Orders, financial regulations, health and safety and safeguarding responsibilities and that effective systems operate within the service to manage performance and risk.

- **Equality and diversity**

Uphold and promote the aims of the council's equality and diversity policies to ensure non-discriminatory practices in all aspects of work, and that diversity is embedded in everything, from workforce planning and policy development to

service delivery.

Specific responsibilities

1. To redesign and lead an effective HR&OD Service, taking accountabilities for all aspects of planning, finance, performance, people, change and risk management within the service. In doing this, the postholder will ensure delivery of the highest quality service that can be provided to customers with the resources available.
2. To lead the development and delivery of the council's HR&OD strategies, including (but not limited to) the council's Workforce Strategy, which has a 2-year immediate horizon to support council recovery and a further view 3 years beyond this.
3. To lead the development and implementation of the council's HR policies and hold ultimate accountability for compliance with these policies across the organisation.
4. To contribute to the council's corporate plan and the business plan for the Executive Director's wider department, specifically contributing advice and formulating strategy relating to culture, organisational transformation, workforce planning and development, employee relations, employee engagement, diversity and inclusion and any other HR and people-related matters that support the council's recovery and transformation.
5. To provide expert advice and guidance on matters of employment law, employee relations and HR best practice to the council's most senior stakeholders, including the Chief Executive, Cabinet and relevant committees (e.g., Employment Committee, Investigations and Disciplinary Committee).
6. Alongside the Head of Paid Service, to lead the council's approach to employee relations and Trade Union relations, building collaborative and productive relationships that advance the priorities of the council and the needs of the workforce.
7. To instigate, influence and ensure the success of transformational, people-related change across the council. The postholder will lead and transform the HR&OD service to effectively support the wider organisation and drive organisation-wide transformation affecting 1,000 staff, in support of the council's recovery programme.
8. To take decisions of significant impact, including financial delegation of up to £100k. Such decisions will be informed by collaboration and engagement with other colleagues and made within the boundaries council's Constitution and financial framework, but the postholder is ultimately accountable for making such decisions.
9. To represent the council and promote its interests in local, regional and national collaboration forums. This will include engaging with peers in other authorities, NHS organisations, government departments and private sector organisations.

10. To undertake any other duties commensurate with level of responsibility of the post.

Person Specification- Director of HR & Workforce Transformation

Specification	Essential / Desirable
Qualifications	
Educated to degree level or equivalent experience.	E
Professional qualification and full membership of CIPD or other relevant body or equivalent experience.	E
Evidence of continuous professional development which reflects commitment to effective management in a large organisation.	E
Experience	
Substantial leadership experience with evidence of successfully leading a high performing HR service in an organisation of comparable size and complexity.	E
A proven track record of successfully managing finance, risk and performance within the context of a demand-led but resource-constrained service.	E
A proven track record of leading transformational change, both within an HR service and driving change across an entire organisation.	E
A proven track record of developing and delivering relevant, people-related strategies; postholder will be able to evidence the positive outcomes achieved.	E
A proven track record of leading a customer-focused, high-performance culture, including workforce planning, objective setting, performance management, motivating and inspiring a diverse group of staff with different backgrounds and career goals.	E
Experience of developing relationships and leading negotiations with trade unions.	E
Experience of working in a political environment such as local or central government.	D
Can demonstrate political acumen and aptitude to adapt to a political environment.	E
Skills and abilities	
Strategic thinking and planning, able to develop clear strategies at organisation-level to achieve outcomes over a medium-to long-term timeframe, typically up to 5 years.	E

Specification	Essential / Desirable
Business planning, able to develop clear business and operational plans for the delivery of a high-quality internal support services to customers.	E
Excellent written and verbal communication skills, able to translate complex technical concepts into simple, clear insight and advice for a diverse range of audiences.	E
Ability to work collaboratively, working across departmental and organisational boundaries to develop shared solutions to deliver wider borough goals.	E
Excellent negotiation skills and evidence of having successfully applied these internally (in building excellent stakeholder relationships) and externally (in securing value for the council in relationships with third parties).	E
Judgement and proportionality, able to manage competing priorities, quickly identify key factors and direct attention and resources appropriately.	E
Excellent problem-solving skills, able to analyse complex scenarios and synthesise multiple strands of work into solutions that can be simply and clearly articulated to senior stakeholders including Members.	E
The highest personal integrity and loyalty, supportive to colleagues, with a drive to deliver corporately on the Council's vision and values.	E
Knowledge and understanding	
Expert understanding of the role of modern HR practice in transforming public services and organisational performance; the postholder does not need to be a deep technical expert in every aspect of HR but must understand the opportunities and levers of people-related change and be able to communicate these effectively.	E
Expert knowledge of best practice in HR service management and workforce transformation, as relevant to a local authority context.	E
Good knowledge of the relevant legislative frameworks relating to employment law; evidence of having successfully drawn on the detailed, expert knowledge of others to form opinions and make decisions.	E

Specification	Essential / Desirable
An understanding of, and a personal commitment to, the vision, aims, values and priorities of Slough Borough Council.	E