



# City of Westminster

## Director of HR and Organisational Development

<b>What we value at Westminster</b>	<p>Westminster City Council believes in creating a Fairer Westminster where people are born into a supportive and safe environment, grow and learn throughout their lives, build fantastic careers in world-leading industries, have access to high quality, affordable homes and retire into the community with dignity and pride.</p> <p>We work together to adapt to the changing needs of our communities – resulting in a dynamic atmosphere where ambition, diversity and creativity are celebrated.</p>
<b>Our culture</b>	<p>At Westminster we have a culture of openness, transparency and integrity – where everyone has the opportunity to thrive and develop to be the very best.</p> <p>The Westminster Way is the council’s commitment to our staff and is underpinned by three pillars:</p> <ul style="list-style-type: none"><li>• <b>Personal development:</b> Everyone has talent. We want everyone to thrive at Westminster and so we take the time to nurture talent – coaching and mentoring our people to be the very best.</li><li>• <b>Value our people and diversity:</b> Everyone is valued. We embrace our differences, to bring new perspectives to the future challenges of our city.</li><li>• <b>The Westminster Way of working:</b> Everyone is a leader. At Westminster we encourage everyone to develop themselves to have a growth mindset and an outward looking approach to provide the best service to our residents, businesses and visitors. We champion modern and agile working and an open and transparent outlook to the way we work.</li></ul> <p>In order to do the very best for our communities, we believe that our workforce should be representative of the people we work on behalf of, our residents. That’s why at Westminster we celebrate and embrace our differences.</p> <p>We are passionate about creating a workplace where all can thrive, and where every single person has the opportunity to develop, grow and to be valued for their contribution.</p>

<p><b>Portfolio/responsibilities of this role</b></p>	<p>The Director of HR and OD is an inspiring leader responsible for developing confident, competent, and proactive HR, organisational development (OD) and equality, diversity and inclusion (EDI) teams that are able to meet the diverse and changing needs of a skilled and effective workforce that is able to deliver high quality services in line with the Council's Fairer Westminster Strategy.</p> <p>You will be responsible for fostering a culture of continuous growth and learning, shaping the future of our Westminster Way workforce strategy to enable our staff to flourish in the organisation and therefore improve the outcomes for our communities.</p> <p>You will work closely with the Executive Leadership Team providing as the Council's principal adviser on HR and OD strategies that attract, develop, and retain top talent, developing and embedding a learning culture and leverage tools to develop people managers to make the right people and business decisions</p> <p>You will also lead our ambition equality diversity and inclusion commitments, to ensure non-discriminatory practices in all aspects of work, ensuring that EDI is embedded in everything, from workforce planning and policy development to service delivery that meets the needs of our diverse communities.</p> <hr/> <p>Budget Responsibilities -</p> <p>Staffing £1.5 million</p> <p>Other £2 million</p>
<p><b>What do we expect this role to achieve?</b></p>	<ul style="list-style-type: none"> <li>• Demonstrate highly visible leadership to a diverse workforce of around 2,800 employees.</li> <li>• 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.</li> <li>• Lead the council's approach to Trade Union relations, building collaborative and productive relationships that advance the priorities of the council and the needs of the workforce.</li> <li>• Enable the council's ambition to be an exemplary employer, creating a working environment and culture that is reflective of the council's values and consistently accessible, inclusive and anti-racist.</li> <li>• Lead the development and implementation of new ways of working, including cultural, process and technology change</li> <li>• Develop an organisational culture that focuses on quality, continuous improvement and high performance to support the growth and development of the organisation.</li> </ul>

	<ul style="list-style-type: none"> <li>• Lead on the development and delivery of a range of staff development programmes, initiatives and interventions to support services and build a talented and responsive workforce for the future.</li> <li>• Ensure equality, diversity and inclusion (EDI) is proactively considered in all workforce policy and practice and be a visible role model and champion of EDI in the workforce.</li> <li>• Lead and collaborate on HR and OD strategies in relation to the council's change programmes and initiatives.</li> <li>• Ensure Westminster City Council is an Employer of Choice through leading recruitment, rewarding, motivating and retaining people with the right skills across the council</li> </ul>
<b>Band/Salary range</b>	<b>Band 6</b>
<b>Work style</b>	<b>Agile and flexible working conditions</b>
<b>Your manager &amp; team</b>	<p>Reports to</p> <p>Executive Director Democracy, Law and People</p> <hr/> <p>Direct Reports: 5</p>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Substantial experience, evidenced by a track record of success, leading and developing, leading edge and innovative human resources and organisational development in a large multi-disciplinary organisation with comparable budgets and resources.</li> <li>• Demonstrable experience of establishing and building partnerships and productive working relationships within a complex policy and service environment with senior managers, and a wide range of other bodies, such as partner organisations, communities, public agencies and statutory bodies.</li> <li>• Demonstrable experience of delivering major change programmes, talent management, succession planning and of building leadership capability</li> <li>• Evidence of successful resources management in a multi-disciplinary environment, as well as a successful track record in managing large budgets, business planning, quality and performance management.</li> <li>• Evidence of a commercial approach as well as the ability to challenge where appropriate</li> </ul>

<p><b>Skills</b></p>	<ul style="list-style-type: none"> <li>• Knowledge of the issues facing local government and those relevant to service/functional responsibilities, together with the legal, financial and political context of public sector management.</li> <li>• Proven ability to manage political and cultural issues and deliver project, programme and change management programmes.</li> <li>• Ability to develop effective employee relations and consultations and lead challenging employee relations initiatives and negotiations.</li> <li>• Ability to translate strategic objectives into operational plans.</li> <li>• Ability to deploy advanced interpersonal skills to inspire, motivate, engage, coach and develop team members to high levels of performance.</li> <li>• Advanced relationship and stakeholder management skills and skilled in written and verbal communication to influence and engage others effectively.</li> <li>• Excellent financial and budget management skills with the ability to deliver economies through creative and efficient working practices.</li> <li>• A commitment to equality and diversity, both as a leader and a service deliverer, with an ability to demonstrate personal leadership on the importance of diversity.</li> </ul>
	<p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>• Relevant professional qualification or relevant knowledge and experience.</li> <li>• Evidence of continued professional, managerial and personal development.</li> </ul>
<p><b>Corporate standards</b></p>	<ul style="list-style-type: none"> <li>• <b>Resources / Financial management</b> We expect you to manage delegated budgets, funding and resources in line with our processes and our Westminster Way</li> <li>• <b>Values and behaviours</b> Our values and behaviours are at the heart of everything we do. We expect you to work in this Westminster Way empowering, engaging and encouraging your teammates to deliver our corporate vision.</li> <li>• <b>Compliance</b> We expect you to ensure legal, regulatory and policy compliance in area of your specialism, identifying opportunities and risks and escalate/report where appropriate.</li> <li>• <b>Equality and diversity</b></li> </ul>

	<p>We value equality and diversity as a city council and we want you to support and promote this in your day-to-day work.</p>
<p><b>Additional values and behaviours for Managers</b></p>	<p><b>People and Service Management</b></p> <ul style="list-style-type: none"> <li>• Role model the Westminster Way: <ul style="list-style-type: none"> <li>○ Demonstrate inclusive leadership</li> <li>○ Take the lead in driving initiatives</li> <li>○ Be proactive in being forward and outward looking, by regularly investing in own development.</li> </ul> </li> <li>• Driving forward performance by empowering staff to take the lead. Setting high standards, encouraging improvement and innovation. Supporting the team to achieve by adopting a coaching style of management</li> <li>• Having regular employee led conversations to develop our people – creating a safe environment for learning, taking time to understand their strengths and motivations, stretching them and coaching them to achieve.</li> <li>• Managing budgets responsibly – planning, monitoring and adapting budgets to respond to changing priorities.</li> <li>• Delivering the Medium Term Plan</li> <li>• Working within the democratic framework - understanding the democratic process and its role in public organisations, anticipating Member needs and responding to their feedback.</li> </ul>