

ROLE PROFILE

Job family	Leadership
Role profile number and grade	LSL2-1250

Role purpose:

Roles at this level are responsible for the corporate management of a range of major council services or a significant statutory function (with delegated powers), providing strategic policy direction and leadership, operational management and financial control.
 Will support the Cabinet and Corporate Leadership Team, to achieve the aims and desired outcomes of the Council.
 Will report directly to a Corporate Director.

Factor	Relevant Job Information
Indicative qualifications	Degree in a subject relevant to the role or able to demonstrate equivalent knowledge, skills and experience. Relevant professional qualification at a post graduate level Licence / certificate / qualification where required for statutory role Management qualification or equivalent experience Project management qualification or able to demonstrate equivalent knowledge, skills and experience
Knowledge, skills and experience	Roles at this level require self sufficiency in a technical or specialised field gained through wide experience of concepts/principles, wide exposure to complex practices and authoritative command of operations and functions. This includes: <ul style="list-style-type: none"> • Expert functional knowledge and/or providing significant advice with impact across the council. • A broad knowledge and understanding of the services impacted by the service/function and across the council • Proven extensive senior management experience of managing a range of services and functions at a corporate strategic level • Substantial experience in both strategic and operational management across a range of services and functions within a large and complex organization • Substantial understanding of the council's people strategy to ensure effective workforce development in order to achieve service and council wide objectives • Experience of working in a political environment and managing political challenges to the direction of the function or services. • Substantial understanding of local government and the local, regional and national context • Substantial understanding and experience of delivering services that impact on the local community and partner organisations, and managing challenges to the direction of these services • Ability to deliver and support successful cultural and organisational change programmes with impact across the council • Effectively handling challenging & complex situations which have wide ranging impact and reputational risk for the Council • Leadership of high profile innovative projects which have wide ranging impact and reputational risk for the Council • Significant budget management experience across a range of services and functions.
Accountability for Budget	Roles at this level have a major impact/effect on the overall results of the organisation and Wiltshire communities, encompassing a substantial portion of the organisations' income, expenditure or resources. The nature of the impact of the role is contributory with significant impact and influence in advising or facilitating services for use by senior management in taking decisions across the council including impacting upon Wiltshire communities and partner organisations. Leads a senior management team across a range of service areas and functions, each responsible for significant resources and operational/strategic delivery. Delegated budget lead to monitor and control the budget of significant council service(s), a range of major functions or a statutory function.

	<p>Will have influence on significant expenditure across council, partner services and Wiltshire communities</p> <p>Impact on whole council revenue budget circa of £850 million</p> <p>Impact on partner organisations budgets and the economy of Wiltshire</p> <p>County population is around 470K</p>
Problem solving	<p>Roles at this level will be responsible for setting major functional policies and/or determining the direction and overall shape of a major function or range of services. Through the senior management team will influence the development of major policies that impact across the whole of the council, and on Wiltshire communities and partner organisations.</p> <p>Directs/sets the direction through senior management the implementation of required corporate change in the service/functional area, across the council, Wiltshire communities and/or partner organisations</p> <p>Directs/sets the direction of the development and implementation of service/function strategies and make a significant contribution to the development of corporate strategies and business plans</p> <p>Sets the direction for the design, development and implementation of complex solutions within the identified area which serve the council's vision, goals and core values, involving the application of significant council resources across the council, Wiltshire communities and/or partner services</p> <p>Sets new standards for innovation in the commissioning and delivery of services</p> <p>Maintain the integrity of the service/function and culture of continuous improvement, ensuring increased functional capacity across the council and partner organisations.</p> <p>Pro-actively identifying corporate, and service risks, and ensure action is taken to mitigate these</p>
Nature of contacts	<p>Directly or through nominated senior management team, direct and oversee all activities of the services and functions, and more widely across the council, Wiltshire communities and partner organisations.</p> <p>Influence, advise and make recommendations to members, corporate directors, directors, heads of service and equivalent levels in external bodies, private sector and partner organisations regarding complex situations that have high risk and reputational impact across the council.</p> <p>Work with other public bodies and other relevant partners/organisations to support Wiltshire's communities, through services and activities that address local concerns and that foster social capital and 'resilient communities'</p> <p>To represent the council and co-ordinate policy and practice on a local, regional and national scale</p> <p>Manage relationships with key stakeholders and delivery partners including consultation on complex political / strategic / commercial issues that have high risk and reputational impact across the council, Wiltshire communities and partners</p> <p>Provide service/functional direction, expertise, advice and support often in response to complex issues across the council, Wiltshire communities and partners including external stakeholders and suppliers etc.</p> <p>Sponsor and lead working groups and project teams, likely to be cross service/council/partners or external at a regional or national level.</p> <p>Engage with stakeholders to seek and explore innovative opportunities for collaborative working within and across function, services, Wiltshire communities and/or with partners</p> <p>Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.</p> <p>Managing complex situations which can be contentious and have the potential to cause significant reputational issues for the council.</p>
Additional duties	<p>Postholders are required (subject to the provisions of the Working Time Regulations) to work the hours that are necessary to do the job, including evening and weekend work and attendance at meetings out of office hours. This includes being on standby or call out to respond to emergency situations.</p>
Behaviours framework	<p>The postholder will have the opportunity in this role to demonstrate all the aspirational behaviours in the framework. Please refer to Behaviours Framework for a full list of the behaviours required.</p>
Skill profile	<p>To be demonstrating level 3 "expert" across all three skill areas of communication & customer service; performance through people; and personal effectiveness.</p>
Health & Safety	<p>To be responsible for managing services in line with the council's health, safety and welfare policies</p>
Equalities	<p>Wiltshire council is committed to ensuring employees do not discriminate against colleagues, suppliers or third parties at work or harass or victimise others. Incidents of discrimination at work are taken seriously and employees are encouraged to report incidents via their manager or anonymously via the whistleblowing policy.</p>
Authority to work in the UK	<p>All employees must have the legal authority to work in the UK. Non-EU nationals must have the relevant approval to work in the UK from the UK Border Agency. Copies of all documents provided as proof of identity are retained for our records, by providing these proofs the council will treat this as consent.</p>

The above profile is intended to describe the general nature and level of work performed by employees in this role and does not detail a list of all duties and responsibilities. The Council reserves the right to amend this role profile as necessary

ROLE DESCRIPTION

Role description:	Director - HR & OD (Head of Paid Service)
Role profile family:	Leadership
Number of posts:	1
Role profile number and grade:	LSL2-1250
Service/Team:	HR&OD
Reports to:	Corporate Director – Communities, Resources and Transformation

Job Context
Directors are responsible for the corporate management of a range of major council services or a statutory function, providing strategic policy direction and leadership, operational management and financial control. They support the Cabinet and Corporate Leadership Team, to achieve the aims and desired outcomes of the Council, Wiltshire community and partners.

Job Purpose
<p>As a director you are expected to:</p> <ul style="list-style-type: none">• Work jointly with corporate directors and other directors to achieve the council's priorities and goals;• Develop effective partnership and collaborative working in order to achieve the council's vision;• Manage service performance through the accountability of your senior management team, allocation of resources, management of risks, and strong, inspirational leadership;• Develop an innovative and commercial approach across the council and within your specific service areas;• Lead continuous improvement and transformation of your services using systems thinking or other evidence based principles around customer/client purpose;• Take joint responsibility as part of the leadership team for delivering the whole council budget and savings, taking a corporate and joined up approach alongside robust and reliable service financial management. <p>Key duties include:</p> <ul style="list-style-type: none">• Develop relationships both internally and externally to maximise opportunities for collaboration and integration;

- Ensure service planning is shaped by, and takes into account the council's key strategic plans including:
 - The business plan
 - The financial plan (MTFS) and annual budget
 - The people strategy
 - The digital strategy
 - The local plan
- Provide advice and recommendations to the wider corporate leadership team and elected Members on significant policy decisions or complex and contentious matters within your service areas and areas of expertise;
- Contribute to the corporate management of the strategic risks facing the council;
- Represent the council at regional/national level within your services areas and areas of expertise;
- Promote and exemplify robust decision making which is open, inclusive, flexible and responsive;
- Grow an outstanding workforce with a can-do attitude, supported through clear career paths and development linked with robust talent and performance management;
- Embed a culture that places customers first, adopts a can-do approach and focuses on good outcomes in our communities;
- Drive the council's staff engagement culture and demonstrate the behaviours expected across the organisation;
- Ensure a whole council approach is taken to corporate parenting.

Service areas which are the responsibility for this post are:

Human Resources and Organisational Development

- Develop and implement effective human resources and organizational development strategies that are integral to the council's vision, values and business plan priorities.
- Provide expert advice, support and challenge to the leadership team and senior colleagues on people and organizational issues, ensuring that the HR&OD service function operates as a strategic partner in decision making and delivery of the business plan priorities.
- Ensure the council has an appropriately skilled and experienced workforce at all levels working in collaboration with finance to ensure that people and budgetary processes are aligned and cohesive and take into account market conditions.
- Develop and embed policies and procedures, appropriate to the needs of the council, that are consistent with the council's vision and values and compliant with legislative and regulatory requirements ensuring the council operates fair and reasonable employee relations which

support effective and efficient management of staff to reduce risks to the council's reputation as a good employer.

- Ensure there is an ambitious, highly visible, actively managed programme of organisational development initiatives designed to shape the organisational culture in support of the business plan and people strategy priorities.
- Ensure the provision of a comprehensive learning and development offer, ensuring a blended learning approach, taking into accounts the needs of the diverse workforce which develops our position as an employer of choice who invests in staff.
- Lead on the approach to management and leadership training which promotes effective succession planning and upskilling of staff and encourage the use of the apprenticeship levy both for the recruitment of apprentices but also to further develop our workforce to be fit for the future and able to deliver the priorities of the business plan.

In addition this post has responsibility (through matrix management of key staff within the internal communications team) for all internal communications in relation to staff, staff engagement, culture change, staff events and organisational development to ensure this aligns with the employer brand and people strategy priorities.

Key service related duties include:

- To ensure that the people aspect of all corporate and service decisions is considered, and having overall decision making responsibility for ensuring consistent and high quality people processes.
- Dealing with complex and contentious issues in relation to the council and Wiltshire schools and academies, including employee relations, resourcing, payroll, policy, reward, strategy management and OD & learning issues
- Ensure that the organisational structure of the council, and the workforce capability within it is designed to deliver the council's vision, values and priorities in the business plan with the community of Wiltshire placed firmly at the centre of this vision.
- To facilitate and enable cultural and transformational change across the organisation through timely and relevant activities and interventions.
- Lead the development, delivery and on-going review and communication of the people strategy that is aligned with the vision of the council and the priorities and aims of the business plan.
- Lead and provide oversight of the work of the service areas ensuring the setting of targets, identification of priorities, succession management and performance management.

Statutory responsibilities of this post:

In addition this post has the statutory responsibility as head of paid service (under S.4(1) Local Government and Housing Act 1989) with a duty defined within the Council's Constitution, where they consider it appropriate to do so, to prepare a report to the council setting out their proposals in respect of any of the following matters:

- The manner in which the discharge of the different functions of the council is coordinated;
- The number and grades of staff required by the council for the discharge of its functions;
- The organisation of the council's staff; and
- The appointment and proper management of the council's staff.

The head of paid service will be the proper officer for all statutory purposes unless otherwise determined by him/her (in consultation with CLT) except as provided in the constitution. The HoPS, in relation to the statutory duties, will collaborate on decision making with the corporate directors in accordance with the protocol agreed by Cabinet.

The head of paid service is the final decision maker on relevant policies and procedures of employment (as outlined within these policies).

Dimensions				
Type of budget	Direct	Indirect	Responsibility	Amount / Cost
Operational budgets	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Direct service budget	£5m approx.
Council Revenue budget	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Contributory impact on spend	£940m
Staffing			Employees directly managed will be senior management teams each responsible for significant resources and operational/strategic service delivery	
Please describe any national performance standards or statutory/legal responsibilities applicable to this role:				
Head of Paid Service				

Person Specification
<p>In addition to the qualifications, knowledge, and skills required for roles at this level, this role requires:</p> <ul style="list-style-type: none"> • Postgraduate degree in a HR&OD related discipline or equivalent relevant experience; • CIPD qualified or equivalent professional experience; • Evidence of post qualification personal and professional continued development; • Substantial experience of human resources management and workforce development in a large and diverse organisation.

Supporting information

Driving classification	
<p>Occasional driver A valid UK driving licence is not required. Occasionally may need to travel to different locations in order to undertake the duties of the role.</p>	<input type="checkbox"/>
<p>Regular Driver Must hold a valid UK driving licence (with no more than 6 penalty points) and have access to either their own car or a pool car in order to undertake the duties of the role, unless other forms of transport are available and viable to perform the role.</p>	<input checked="" type="checkbox"/>
<p>Required Driver Must hold a valid UK driving licence (with no more than 3 penalty points) and will drive a vehicle supplied by the Council in order to undertake the duties of the role.</p>	<input type="checkbox"/>
Employees should refer to the Corporate Driving at Work policy for further information.	

Political restriction	
This role is politically restricted. The job holder is not permitted to undertake political activity involving standing for election as a member of parliament, as an MEP, as a member of the Scottish or Welsh Parliaments. The job holder is furthermore not permitted to canvas on behalf of a political party or a person who is already, or who seeks to be, a candidate. In addition, they may not speak to the public or publish any written or artistic work that could give the impression they are advocating support for a political party	<input checked="" type="checkbox"/>
This role is not politically restricted	<input type="checkbox"/>

Professional fees and related occupational costs	
As part of this role, or to support professional development, the job holder is required to be a member of a professional body or association. The job holder is responsible for payment of all professional fees, memberships, registrations or subscriptions and no reimbursement or contribution towards these will be provided by the council	<input checked="" type="checkbox"/>
This role does not have any professional or occupational membership requirements	<input type="checkbox"/>

Clearances – Disclosure & Barring Service (DBS)	
This role will be engaged in 'regulated activity' providing specific services relating to children or vulnerable adults and is subject to a Disclosure from the Disclosure and Barring Service.	<input type="checkbox"/>
This role is exempt from the Rehabilitation of Offenders Act 1974 and will require an Enhanced DBS check before appointment can be confirmed.	<input type="checkbox"/>
This role is exempt from the Rehabilitation of Offenders Act 1974 and will require a Standard DBS check	<input type="checkbox"/>
This role is not subject to a Disclosure from the Disclosure and Barring Service in order to undertake the duties of the role.	<input checked="" type="checkbox"/>

Clearances – Baseline Personnel Security Standard (BPSS)	
This role requires access to the GCSX network and is subject to a BPSS check	<input type="checkbox"/>
This role is not subject to a BPSS check	<input checked="" type="checkbox"/>

Clearances – Non-Police Personnel Vetting (NPPV)	
This role requires working in partnership with the police, and/or having access to Police related systems and is subject to a NPPV check at level 2* . (*regular access to police premises and police information, intelligence and financial or operational assets. Occasional access to those deemed 'secret').	<input type="checkbox"/>
This role requires working in partnership with the police, and/or having access to Police related systems and is subject to a NPPV check at level 3* (*regular unsupervised access to police premises and/or access to police information and/or information systems and/or hard copy material either on police premises or by remote access up to "secret" level. A level 3 includes a check on you, your spouse/partner, co-residents, and all family members).	<input type="checkbox"/>
This role is not subject to a NPPV check	<input checked="" type="checkbox"/>

Safeguarding	
For all roles within Children's Services. Wiltshire Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and all staff are expected to share this commitment. You will be expected to report any concerns relating to the safeguarding of children, young people or vulnerable adults in accordance with agreed procedures. If your own conduct in relation to the safeguarding of children, young people or vulnerable adults gives cause for concern, the council's agreed child protection/vulnerable adults protection procedures will be followed.	<input type="checkbox"/>
For all roles within Adult Social Services. Wiltshire Council is committed to safeguarding and promoting the welfare of vulnerable adults and all staff working for the council are expected to share a commitment to this. You will be expected to report any concerns relating to the possible abuse of a vulnerable adult in accordance with the agreed interagency safeguarding adults' procedures. If your own conduct in relation to the safeguarding of vulnerable adults gives cause for concern, the council's agreed interagency safeguarding adults' procedures will be followed, alongside implementation of the council's disciplinary procedure. The job holder is accountable for their safeguarding of vulnerable adult responsibilities to their line manager.	<input type="checkbox"/>
For all other roles within the council. Wiltshire Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and all staff are expected to share this commitment. You will be expected to report any concerns relating to the safeguarding of children, young people or vulnerable adults in accordance with agreed procedures. If your own conduct in relation to the safeguarding of children, young people or vulnerable adults gives cause for concern, the council's agreed child protection/vulnerable adults protection procedures will be followed.	<input checked="" type="checkbox"/>