



ROYAL BOROUGH OF KINGSTON UPON THAMES - ROLE PROFILE

Corporate Head of Organisational Development

Directorate: Corporate and Commercial

Permanent role, based in Kingston and Sutton

Grade M

We are a shared service between Kingston and Sutton Councils providing HR and Organisational Development services to both Councils as well as a number of arm's length companies and traded services to schools. These companies are all different - in size, their customer groups and their aims. HR & OD needs to ensure that it is able to deliver against all their organisational priorities through the use of a flexible service delivery model.

To operate in this model we will all be:

- Easy to do business with and responsive
- Commercially astute
- Flexible, creative problem solvers
- Professionals with collaborative and participative working styles
- Well trained, technically competent and knowledgeable in our fields
- Engaged in life long learning
- Advocates of a culture that fosters performance excellence, full participation and personal and organisational growth
- Accountable at individual, team, service and organisation level

As a service we will:

- Continually assess our effectiveness
- Review our practices to enable simplicity and timeliness



ROYAL BOROUGH OF KINGSTON UPON THAMES - ROLE PROFILE

- Exploit digital technological opportunities
- Take a pragmatic approach
- Focus on the customer not the process
- Recognise that we are part of a wider system and operate as a key part of this

Our priorities and values

The Council wants to change its relationship with our communities, our partners and the people we serve. This means:

- Enabling communities to do more for themselves
- Enabling people to be independent and be able to flourish
- Enabling good growth for businesses and our communities to thrive
- Enabling our staff to take decisions and be free of unnecessary bureaucracy
- Enabling us to use our resources and assets – human, physical and financial – to very best effect
- Enabling through services that are ‘publicly designed, not necessarily publicly delivered’

Becoming an enabling council is a key principle that runs through our organisational development and is embedded in everything we do. Underpinning these priorities are the following values:

Supportive of trying new ideas, with the courage to change direction.

Transparent and connected in all that we think, say and do.

Appreciative of each other, recognising and celebrating success.

Respectful of difference and valuing diversity.

Role purpose



ROYAL BOROUGH OF KINGSTON UPON THAMES - ROLE PROFILE

The Council is focused on progressing its thinking to deliver the best possible outcomes for its communities. To do this the Council needs Corporate Heads of Service who thrive in a networked organisation and who can work corporately, across complex networks and systems and provide strong operational leadership within a strategic context.

Corporate Heads of Service will have three main areas of focus:

- A corporate leadership focus, working as part of a wider organisational network that supports the council's ongoing transformation
- A functional focus, with leadership responsibility for services, resources and people
- A locality focus, with each ward having a Corporate Head of Service identified as the management point of contact for ward Councillors as part of the Council's Neighbourhoods model.

Head of Customer Connect and Head of Organisational Development and their teams will shape the work defined by the Assistant Directors - People & OD, developing customer focused solutions and working across all parts of the OD Team and Customer Connect Team

- With the Assistant Directors - People & OD act as a strategic lead interface between the OD, HR function and the 'business', embedding transformation projects and influencing business strategy in line with the Corporate Plans, Service delivery plans and the Values and Behaviours framework.
- To act as an Ambassador both within the Councils and with external partners/organisations to ensure the OD functions' strategic delivery aligns with the business objectives and has strong credibility externally, trading services where possible.
- To lead a team providing strategic business-focused OD solutions influencing, challenging, supporting and guiding Directors, senior managers and Elected Members across the Councils on the full range of OD strategies and interventions to ensure an integrated and corporate approach to OD strategy, organisational development, workforce planning, change and culture management, employee engagement and people performance to support the delivery of critical business transformation programmes.
- To play a positive role representing HR & OD on respective Directorate Management Teams, as required, helping to lead, shape, develop and deploy OD solutions to achieve business objectives at a strategic level, focussing on workforce modernisation and productivity; workforce planning, efficiencies, improved ways of working, resourcing; analysis of workforce performance data, and consideration of ways to maximise staff engagement and wellbeing to enhance organisational performance;



ROYAL BOROUGH OF KINGSTON UPON THAMES - ROLE PROFILE

- To act as a link between organisational development and embedding of values, learning and development and OD Strategy through supporting change projects; leading on the redesign of organisational processes, structures and roles and making recommendations concerning competencies and behaviours required to enhance business delivery
- To engage with Regional Partners to develop the wider workforce agenda as well as other public, private and third-sector organisations. Where necessary consider commissioning approaches to maximise cost effectiveness
- With Assistant Directors - People & OD and Head of Organisational Development lead the team working towards expanding a 'preferred supplier of Shared HR & OD Services' portfolio through traded services arrangements
- To lead on corporate projects/initiatives on request or as required
- To attend Council meetings as required
- To direct and manage OD Business Partners undertaking support work within Directorates and raise HR & OD Transformation management capability through championing OD practice

Key activities

Leadership

- As a member of the Corporate Leadership Group, plays a key role in the collective leadership of the Council, providing the constructive leadership needed to create the conditions for success and working across organisational boundaries
- Provides effective project leadership to ensure that cross-cutting and service-related projects achieve desired outcomes
- Provides inspirational and constructive leadership to the Major Contracts Service to ensure high performance within a networked operating model
- Facilitates change and innovation, building a working culture that encourages innovative, smart and collaborative working
- Listens to, and works with colleagues to develop an compelling vision for the service in line with corporate strategy and influences and motivates others to achieve this

Commissioning and Performance Management

ROYAL BOROUGH OF KINGSTON UPON THAMES - ROLE PROFILE

- Commissions services and activities to secure the best outcomes for service users and deliver optimum value for money, in line with the Council's commissioning and contract management frameworks
- Translates internal and external intelligence in order to continually adapt and improve the service in line with demand
- Manages the performance of the service, working with colleagues to define outcomes, set targets and monitor performance, within a culture of continual improvement
- Develops operational plans that align to strategy, ensuring that the resources within the team are used to best effect and impact
- Ensures that the best use is made of the Council's resources to secure the best outcomes for residents within the resources available
- Ensures that the best use is made of financial resources and achieves balanced budgets and income and savings targets, as required.

Customers, Partners and Community

- Builds strong working partnerships across the public, private and voluntary sectors to enable the service to be delivered in an outcome-focused and efficient way
- Promotes community cohesion and Kingston's commitment to valuing diversity, ensuring the development and implementation of effective social inclusion
- Acts as ward councillors' management point of contact for a specified locality, working in partnership with Members to improve and develop engagement with residents, helping councillors navigate the organisation and signposting them to the right place to resolve issues.

Digital/New Ways of Working

- Continually looks for ways to improve and modernise our service to customers, including developing and implementing digital/automated processes and eliminating paper wherever possible.
- Champions the use of new technologies, particularly Google, to enable modern working practices to thrive.

Delivery

- Head of Organisational Development and Head of Customer Connect and their teams to shape the work defined by the Assistant Directors - People & OD, developing customer focused solutions and working across all parts of the OD Team and Customer Connect Team

ROYAL BOROUGH OF KINGSTON UPON THAMES - ROLE PROFILE

- With the Assistant Directors - People & OD act as a strategic lead interface between the OD, HR function and the 'business', embedding transformation projects and influencing business strategy in line with the Corporate Plans, Service delivery plans and the Values and Behaviours framework.
- To act as an Ambassador both within the Councils and with external partners/organisations to ensure the OD functions' strategic delivery aligns with the business objectives and has strong credibility externally, trading services where possible.
- To lead a team providing strategic business-focused OD solutions influencing, challenging, supporting and guiding Directors, senior managers and Elected Members across the Councils on the full range of OD strategies and interventions to ensure an integrated and corporate approach to OD strategy, organisational development, workforce planning, change and culture management, employee engagement and people performance to support the delivery of critical business transformation programmes.
- To play a positive role representing HR & OD on respective Directorate Management Teams, as required, helping to lead, shape, develop and deploy OD solutions to achieve business objectives at a strategic level, focussing on workforce modernisation and productivity; workforce planning, efficiencies, improved ways of working, resourcing; analysis of workforce performance data, and consideration of ways to maximise staff engagement and wellbeing to enhance organisational performance;
- To act as a link between organisational development and embedding of values, learning and development and OD Strategy through supporting change projects; leading on the redesign of organisational processes, structures and roles and making recommendations concerning competencies and behaviours required to enhance business delivery
- To engage with Regional Partners to develop the wider workforce agenda as well as other public, private and third-sector organisations. Where necessary consider commissioning approaches to maximise cost effectiveness
- With Assistant Directors - People & OD and Head of Customer Connect lead the team working towards expanding a 'preferred supplier of Shared HR & OD Services' portfolio through traded services arrangements
- To lead on corporate projects/initiatives on request or as required
- To attend Council meetings as required
- To direct and manage OD Business Partners undertaking support work within Directorates and raise HR & OD Transformation management capability through championing OD practice
- Lead and manage a defined service area(s) or service function(s) with full operational responsibility and accountability.
- Responsible for ensuring SLAs are delivered in line with what is agreed and dealing with consistent, ongoing issues resolution
- Effectively manage a range of resources (human, financial, property, technological) to provide and/or commission high quality service provision that meets the needs of the council's residents.
- Ensure that services meet expectations through active performance management and clarity of expectation for team members.
- Promote good employment policy and practice ensuring that individuals are supported in their professional development and that they are fully equipped to deliver service expectations.



ROYAL BOROUGH OF KINGSTON UPON THAMES - ROLE PROFILE

- Work collaboratively with Assistant Directors - People & OD, other service managers and the Corporate Management Team to deliver and/or commission services that help deliver Kingston and Sutton Councils strategic aims and objectives.
- Actively engage with Assistant Directors - People & OD, key stakeholders, partners and service users to ensure that service provision is shaped with regard to service user feedback.
- Make an effective contribution and support the Assistant Directors - People & OD, Director and Heads of Service in service development and where appropriate key corporate policies and initiatives.
- Make an effective contribution to the management of change and take responsibility for managing change in the service area(s).
- Actively promote effective health & safety policy and practice in the workplace and in service provision. Ensure that there is an appropriate assessment of risk in relevant service activity.
- Actively promote and develop effective diversity and equality policy and practice in the workplace and within service provision.
- Lead on the contract management of the agency contract and work with colleagues to ensure effective use of agency and interim staff in a workforce planning context
- Responsibility for relevant cost centre management and contribution to wider service budget management and planning
- To demonstrate and work towards Kingston and Sutton Council values and behaviours.
- To promote develop and implement OD Solutions to support organisational strategy, development and redesign and embed a business focussed performance culture ensuring the provision of cost effective, efficient, high quality services, and value for money to meet and exceed the expectations of our customers within the resources available.
- To create enabling frameworks aligned to OD business strategy but focussed on people management and development to support Kingston and Sutton councils in transformation and change management to build long term success in the achievement of the Councils objectives and meet Directorate needs.
- To proactively develop and implement efficient ways working with a focus on being ahead of the curve.
- To move the culture from transactional bureaucracy and management dependency into an enabling OD business partnering culture working together across the Councils to ensure effective people and performance management delivering high standards of service.
- To provide clear, balanced and accurate advice and guidance direct to Directors and Heads of Service on issues arising within areas of responsibility
- To play a leading and supporting role in developing and promoting a culture of continuous improvement and customer focus across Kingston and Sutton, as well as to its key customers identifying improvement opportunities and recommending remedial action as necessary.
- To monitor, analyse and review services, systems and processes in order to ensure continual improvement and alignment with Council priorities and objectives.



ROYAL BOROUGH OF KINGSTON UPON THAMES - ROLE PROFILE

- To support the Assistant Directors – People & OD in the consultation and implementation of Kingston and Sutton Councils OD Strategy that is forward thinking, innovative, aware of and responsive to the opportunities and challenges for the OD function and the objectives of the Councils.
- To promote an enhanced level of understanding for the value of a diverse workforce across the Councils, working with Directorate DMT's on their OD and Transformation plans and then assisting in the development & implementation of the corporate OD plans as required.
- To ensure that policy development and delivery creates the conditions for managers and employees to deliver high performance and innovation and enables them to achieve required competencies and delivery of their service to both national and local standards.
- To encourage a culture of commercialism and managed risk, creativity and innovation to lead and drive high performance and effective OD solutions and interventions to support Kingston and Sutton Councils to being the employers of choice
- To promote a culture of co-operation and joint working across the directorates with positive leadership, a clear and strong sense of direction and purpose and effective selection and deployment of employees across the department.
- To design, implement and monitor performance indicators, to influence continuous development in organisational performance and undertake constant horizon scanning to identify improvements.
- To ensure that Council managers and employees are appropriately skilled to carry out the remit of their role with effective and timely learning and development initiatives and interventions.
- To ensure that performance and attendance are managed effectively with timely interventions and to move from a culture of short term planning to a focus on promoting a highly-skilled motivated workforce with a focus on wellbeing and support to achieve.
- To liaise with the Assistant Directors – People & OD in relation to the resources available to enable the achievement of agreed targets, objectives and standards within Directorates supporting.
- Work with others to identify areas for collaboration and workload sharing to get best value for the Councils
- Ensure that any available funding sources are utilised effectively to achieve associated specific outcomes
- Carry out/market test services, network and benchmark services to achieve the best fit for Kingston and Sutton
- To promote a continuous improvement culture with innovative and supportive learning & development initiatives and solutions within the resources available
- To support the Assistant Directors – People & OD, within the remit of the HR & OD Business Partnering function as required
- To proactively and effectively research and analyse internal and external information, including local statistics and benchmarking to make informed decisions and drive change.
- To ensure that people management systems within the remit of the post holder's role are fit for purpose and utilised consistently and effectively to make informed decisions and maximise efficiency in the design of strategies and workforce plans, systems and processes.



ROYAL BOROUGH OF KINGSTON UPON THAMES - ROLE PROFILE

- To ensure that all people management policies and procedures are fit for purpose and proactively support equality and diversity and that they help promote a culture of equality.
- To be responsible for own self development on a continuous basis and for developing and maintaining a substantial body of up to date knowledge of specialist areas and detailed generalist knowledge across a wide spectrum of related fields, including business and financial awareness and as such will be expected to undertake suitable development and training.

Equality, Diversity & Inclusion

- Embeds issues relating to equity, equality diversity and inclusion into all aspects of professional and managerial role, including service delivery

Corporate responsibilities

Kingston Council requires Corporate Heads of Service to undertake and support a range of important corporate responsibilities including:

- Data Protection
- Election duties
- Engagement & Collaboration
- Health and Safety
- Safeguarding – protection of vulnerable adults and children
- Volunteering/social impact
- Complaints handling and investigation
- Emergency planning and business continuity
- Participates on an on call rota, acting as the Council's tactical manager and taking over from the Major Incident Team (MIT) Officer, when required. Delivers the strategic objectives set by Council Gold. Coordinates and supports the Major Incident Team and other services responding to the emergency incident. Covers all associated activities required as Council Silver (as outlined in the London Emergency Services Liaison Panel - Major Incident Procedure Manual)
- Owns and reviews business continuity plans and arrangements for their service areas and participates in business continuity training and exercises



ROYAL BOROUGH OF KINGSTON UPON THAMES - ROLE PROFILE

NB. The requirements of this post include attending meetings and other events outside normal hours as expected with a post of this nature and the postholder will need to manage their work life balance flexibly to meet the needs of the role.

The person

In order to successfully deliver the responsibilities of the role, you will need to:

- Understand and demonstrate that you are able to adapt the Council's transformational and leadership approach and contribute to the collective leadership required to continually develop this
- Have exceptional leadership skills, modelling a strong performance culture and constructively building achievement, confidence and skills in others
- Question and challenge conventional thinking, with a continual eye on the bigger picture in terms of the corporate context and external environment
- Display commercial confidence and the financial management skills to bring about demonstrable improvements in efficiency, value for money and income generation
- Be politically astute and able to build high levels of credibility and impact quickly, working within networks to delivering through and with others
- Role model agility and adaptability in mindset and ways of working
- Have significant experience and a proven track record of achievement in leading and managing major contracts.
- Work successfully with elected members, partners and key stakeholders including residents, businesses, communities, partner organisations and other public services
- Have a degree or equivalent professional qualification, preferably in a relevant discipline
- Demonstrate commitment to own personal and professional development to meet the changing demands of the role
- Demonstrate a high level of innovation and creativity.

Our leadership competencies

Leadership

- Inspire a sense of purpose and direction to achieve the successful delivery of outcomes for the Kingston community
- Track record of leading a team, functions, services and programmes of comparable scope, size and complexity



ROYAL BOROUGH OF KINGSTON UPON THAMES - ROLE PROFILE

- Ability to demonstrate successful leadership experience and positive outcomes at a senior strategic level within an organisation of similar complexity
- Ability to build a strong and capable team, confidently setting the direction and clearly articulating the measures of success

Partnering for Excellence

- Proven ability in brokering and leading complex, high level partnerships
- Proven ability to deliver transformational change and achieve improved outcomes through public or private sector partnerships
- Ability to apply commercial judgement to make decisions that will deliver cost efficient and effective results for Kingston Council and the Kingston community

Communication and Influencing

- Demonstrate the sensitivities at operating in a political environment, balancing policy with local needs
- Experience of working successfully with elected Members and navigating a complex political landscape at a sub-regional level
- An ability to understand and respond to the complex, evolving economic and social environment within which Kingston Council operates

Putting the Customer First

- Demonstrate a strong commitment to service excellence, customer care and continuous improvement
- Identify and understand the needs of both internal and external customers by providing excellent customer service in all areas of Council business

Being the Best

- Provide the freedom and support to improve the performance of Kingston by challenging the status quo and providing enough scope for staff to experiment with new or innovative solutions

ROYAL BOROUGH OF KINGSTON UPON THAMES - ROLE PROFILE

Person Specification

Criteria (Essential)

Assessment By
Application Interview

Criteria (Essential)	Application	Interview
Knowledge and Experience		
Substantial experience of managing a large and complex shared services environment	X	X
Experience of successfully managing a significant service area in a large and complex organisation	X	X
Successful experience in managing a significant OD enabling service with a focus on increasing efficiency and improving customer service	X	X
Thorough knowledge of legislation and Council's policy framework in respect of the service area(s)	X	X
An understanding of any key national, regional or local trends in the relevant service area(s)	X	X
A knowledge and understanding of the National and Corporate political structures and local political environment including experience of working with elected members on operational issues	X	X
Proven experience of effective resource management and co-ordinating a range of resources connected with a service area(s)	X	X
Proven experience of effective team management and developing individual team members	X	X
Successful experience of working with other key agencies and stakeholders in operational service matters	X	X

ROYAL BOROUGH OF KINGSTON UPON THAMES - ROLE PROFILE

Successful experience of engaging with people within different service areas and using their feedback to improve service provision		X	X
Excellent working knowledge of all relevant legislation and statutory guidance		X	X

Qualifications and Training			
Chartered Member of the Chartered Institute of Personnel and Development (MCIPD)		X	X
Have a HR degree or equivalent		X	X
Evidence of management/supervisory training or significant demonstrable experience of successful team management		X	X
Evidence of continuous professional development		X	X
Sound business and financial acumen concerning Councils wider organisation transformation agenda		X	X

Practical Skills			
Skills and Personal Attributes			
Ability and desire to work at a fast pace and role model to quickly deliver in response to customer needs		X	X
Ability to effectively apply performance management frameworks across the service area(s)		X	X
Ability to inspire and motivate service team members to develop and provide high quality services		X	X
Ability to effectively co-ordinate and manage the totality of available resources to support service delivery and its further development		X	X
Capable of finding workable solutions, particular changes to working practices and processes		X	X

ROYAL BOROUGH OF KINGSTON UPON THAMES - ROLE PROFILE

Ability to interpret data and also apply technology to help inform and shape services	X	X
An ability to communicate, network, engage and influence effectively with a wide variety of audiences both within and outside the Council, including Elected Members, Directorate Management Teams and trade unions	X	X
An ability to utilise a wide range of discretion and initiative within a corporate, legal and policy framework	X	X
An ability to work flexibly and adapt quickly to changing circumstances	X	X
An ability to work collaboratively with other managers, elected members and representatives of other key agencies and stakeholders	X	X
Demonstrate a high personal commitment to equality and diversity agendas	X	X
Ability to develop strong partnerships with external organisations to enable positive change	X	X

Personal Qualities and Attributes		
A sound Knowledge of Equality, Inclusion & Diversity issues	X	X
Respect and confidentiality Political sensitivity and awareness	X	X
Enthusiasm and drive to move things forward	X	X
Forward thinking, innovative and creative	X	X

Special Conditions

Politically restricted post.
Working at Kingston and Sutton councils is required as is travel between Boroughs in the working day.
Working outside designated hours may be required.



ROYAL BOROUGH OF KINGSTON UPON THAMES - ROLE PROFILE

Car Allowance

Refer to Travel Policy for information

Prepared By

Alison Hackett

Review Date

December 2020