



ROYAL BOROUGH OF KINGSTON UPON THAMES - ROLE PROFILE

Organisational Development Business Partner

Corporate and Commercial Directorate

Permanent role, based in Kingston and Sutton

Grade J

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
- Exploit digital technological opportunities

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- 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 Values

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

- **S**upportive of trying new ideas, with the courage to change direction.
- **T**ransparent and connected in all that we think, say and do.
- **A**ppreciative of each other, recognising and celebrating success.
- **R**espectful of difference and valuing diversity.

Role purpose

The Council is focused on delivering the best possible outcomes for its communities. To do this the Council needs managers who thrive in a networked organisation and who can provide strong operational leadership.

- Be focused on either Kingston or Sutton and will work across the directorates within that borough although there is an expectation you will support the other borough if priority demands it
- Take a lead responsibility for one or more Directorates of Kingston and Sutton Councils, as directed, acting as a strategic relationship manager and interface between HR/OD and the business.
- Identify the need for OD and/or HR interventions and to provide or commission advice, support and enhanced solutions, as appropriate.
- Provide challenge and support to the lead area, to actively contribute in achieving objectives within the service plan and those of the wider agenda.
- Lead on organisational development projects, both Directorate and Council wide, including identification of need through to design, development and implementation.

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- Be an active member of the respective service area DMTs etc (where applicable). To actively participate in Directorate DMTs and groups e.g. Health and Safety group, Corporate Equality & Diversity group where required.
- All OD Business Partners will be flexible to work in any area of the OD Services as required by the needs of the service to ensure best use of resources.
- Responsibility for the overseeing of HR & OD objectives will be a requirement

Key activities

Leadership

- Provides inspirational and constructive leadership within a networked operating model, role modelling behaviours and values and delivering an excellent service to clients
- Facilitates change and innovation, building a team culture that encourages innovative, smart and collaborative working
- Listens to, and works with colleagues to develop team goals in line with corporate strategy, and influences and motivates others to achieve this

Commissioning and Performance Management

- 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 services in line with demand
- Manages the performance of the team, working with colleagues to define outcomes, set targets and monitor performance, within a culture of continual improvement
- Develops operational plans to ensure that the resources within the teams are used to best effect and impact
- Ensures that the best use is made of financial resources and achieves balanced budgets and income and savings targets, as required.

Customers and Partners

- 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

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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

- To identify the need for OD/HR interventions through working predominantly with Directors and Heads of Service and to design, develop and implement or commission innovative solutions.
- Promote a culture of co-operation and joint working across Kingston and Sutton Councils
- To develop and promote a culture of co-operation and continuous improvement and with a customer focus across the council, identifying improvement opportunities and recommending remedial action as necessary.
- To work across OD/HR Services as and when required to ensure effective use of resources to support service delivery by providing enhanced solution focussed support to assist managers deliver their business objectives.
- To support the Head of OD and Head of Customer Connect and Senior OD Business Partners as required.
- To deputise for Senior OD Business Partner and Head of OD as required.
- To be an active member of the respective service area DMT etc (where applicable) contributing to and presenting reports as required. To actively participate in Directorate DMTs and groups e.g. Health and Safety group, Corporate Equality & Diversity group where required.
- To be an active member where facilitation and presentation is required at any forums or events
- To prepare and present reports to Corporate Board and any other Boards on key Corporate projects and initiatives in accordance with the OD Strategy and OD Delivery Plan.

Specific Accountabilities - Service Delivery

- To be part of a team acting as 'relationship managers' regularly liaising with service areas to understand the business dynamics at a local level and to provide professional solutions across the Councils and traded service organisations with specific emphasis on leading/contributing to projects around workforce modernisation and productivity.
- Build and manage relationships with Directors and Heads of Service – build trust and credibility, with a high level of responsiveness, understanding and focus on business needs.
- To lead in strategic workforce planning and resourcing through the use of the interactive tool, where appropriate.

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- To interpret and analyse business intelligence relating to the analysis of workforce performance data in order to inform decision making.
- To provide/commission business focussed OD & HR solutions/interventions which may be new and untried to the Councils and traded services organisations
- To develop and implement ways in which staff engagement and well-being can be maximised in the respective lead area and across the Councils in order to enhance organisational performance.
- To be actively involved in the identification of the need for, the design, development and implementation of Organisational Development interventions and solutions.
- To take responsibility for ensuring collaboration with team colleagues so that learning and good practice is shared and applied across Kingston and Sutton Councils.
- To work in partnership with senior managers to support and advise on the delivery of local changes to service plans/delivery, including implementation, communication and consultation/negotiation strategies involving trade unions as relevant.
- To provide OD and HR expertise to local and council wide change projects including the OD Strategy, focussing on future proofing including organisational processes, structures, roles, skills and behaviours to maximise business efficiency and effectiveness.
- Support and advise senior management with strategic employee relations matters including major transformational change programmes such as restructuring, strategic reviews of services, service redesign and driving efficiencies.
- Feed into HR policies and processes to ensure they are current and support the businesses changing requirements, recommending changes as necessary.
- To take a lead role in preparing policies and procedures that are particularly relevant to the OD Business Partner role.
- Act as a change agent and champion for OD/HR initiatives and projects across the organisations gaining acceptance from key stakeholders.
- Linking with Organisational Development and Learning and Development objectives, contribute to devising strategies to engage employees and build people capabilities effectively.
- Research and demonstrate knowledge of new developments in the field of OD and keep abreast of Employment legislation, policy and practice in order to develop and protect the interests of the single employer.
- Develop strong relations with Trade Unions to promote good employee relations.
- Ensure OD and HR delivery complements business need and transformational change across the organisations.
- Support the implementation of all aspects of the OD strategy and related projects, leading where appropriate on specific areas, to improve capability and to embed Kingston and Sutton Councils values and associated behaviours.
- Demonstrate strategic thinking to challenge and influence strategic thinking to shift the emphasis away from management dependency to management independence, supported by an enabling OD function.

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- To produce and maintain innovative solutions to people management procedures and practices taking a managed risk approach working closely with other HR and OD Services colleagues to have a full understanding of the needs of the service areas.
- To proactively support all people management policies and procedures within the Councils, and particularly proactively support equality and diversity within the Councils including the production of equality impact assessments, and help to promote a culture of equality.
- To work closely with Directors, Heads of Service, Head of OD, Head of Customer Connect, Senior HR Business Partner and Learning & Development and Employee Experience and Digital teams to provide an effective OD/HR Service and deliver key OD strategies, priorities and new developments, workforce planning and policies & procedures. This may include annual short term placement to work directly within other teams.
- Work with regional colleagues and partners in other Local Councils on national/regional issues and strategies.
- Working with service delivery partners to influence key stakeholders at all levels including Elected Members, senior officers, line managers, trade unions, equality groups etc. in the development and implementation of policies and procedures, OD interventions and projects including good practice across all operational activity service areas.
- To lead, drive or manage and support (as required) new innovative and developmental projects as requested in order to enable the councils and traded services organisations to realise their transformation strategy, supported through agile working, to enable fast and effective organisational change and to meet increasing customer expectations and improve value for money.

Equality and Diversity

- Embeds equity, equality, fairness and diversity into all aspects of team management and service delivery

Corporate responsibilities

Kingston Council requires managers to undertake and support a range of important corporate responsibilities including:

- GDPR
- Election duties
- Emergency planning and business continuity
- Engagement & Collaboration
- Health and Safety

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- Safeguarding – protection of vulnerable adults and children
- Volunteering/social impact
- Complaints handling and investigation

NB. The requirements of this post could 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:

- Have strong leadership skills, modelling a 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
- Role model agility and adaptability in mindset and ways of working
- Work successfully with key stakeholders including Members, residents, businesses, communities, partner organisations and other public services
- 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

- Ability to demonstrate leadership and contribute to building a strong, capable and highly motivated team

Partnering for Excellence

- 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

- An ability to understand and respond to the evolving economic and social environment within which Kingston Council operates

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- Seeks, listens to and responds to the views and ideas of staff and customers
- Keeps staff informed of information that affects them

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

- Support performance improvement by challenging the status quo and providing enough scope for staff to experiment with new or innovative solutions

Person Specification

Criteria (Essential)

	Assessment By		
	Application	Interview	Test
Knowledge and Experience			
Substantial HR & OD experience of working in a large and complex shared services environment	X	X	
Demonstrate post qualifying experience of providing a range of HR and OD Services at strategic and operational levels	X	X	

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Experience of working within a commercial environment		X	X	
An understanding of the strategic objectives of an organisation and how this relates to the OD function		X	X	
Significant experience of advising and supporting all levels of management and staff on all disciplines relating to Organisational Development		X	X	
Influencing, building and sustaining relationships in order to achieve results		X	X	
Proven experience of delivering successful OD and Council wide projects and supporting organisational change		X	X	
Experience of assisting and advising managers through change and service redesign with an understanding of the business and implications involved		X	X	
Thorough knowledge of employment legislation and experience of interpreting this to support the business		X	X	
Experience of benchmarking and analysis of information including data trends to make informed decisions and support investigations and the development of organisational policy		X	X	
Experience of working in a highly unionised environment		X	X	
Excellent working knowledge of relevant legislation and statutory guidance		X	X	
Line management experience		X	X	

Qualifications/Training				
Chartered Member of the Institute of Personnel & Development (MCIPD) or with the necessary criteria and prepared to apply for chartered membership		X	X	

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An OD qualification equivalent professional knowledge gained through experience of working as an OD Specialist or as a HR Generalist with an OD focus		X	X	
Evidence of continuous professional development and keeping up to date with employment law and best practice across all sectors		X	X	

Practical Skills				
Skills and Personal Attributes				
Good facilitation skills		X	X	X
Detailed knowledge and understanding of employment legislation and policies and procedures with the ability to translate this understanding into HR policy		X	X	X
Ability to build strong relationships		X	X	X
Commercial awareness		X	X	
Design of OD and Learning and Development interventions		X	X	
Ability to understand the meaning of diversity and promote equality		X	X	
Exceptional analytical skills – ability to not only accurately analyse and interpret data but to identify trends and translate this to effectively provide advice and make decisions on all OD related issues		X	X	X
Strong verbal, written and reasoning skills including the ability to produce clear and concise documents, to present reports and brief/train stakeholders at all levels		X	X	X
Highly developed negotiation and influencing skills		X	X	X
A broad understanding of the Public Sector and the challenges faced by local authorities		X	X	X

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Ability to work quickly, accurately and to tight deadlines, managing various casework and projects across a range of related subjects		X	X	X
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Personal Qualities and Attributes				
A knowledge of Equality, Inclusion & Diversity issues		X	X	
Ability to anticipate and understand challenges and opportunities		X	X	
The desire to drive change to support the transformation of the councils		X	X	
Ability to understand, interpret and apply employment legislation for use in the councils		X	X	
High level problem solving with the ability to balance risks and make decisions		X	X	
Highly developed organisational skills with the ability to identify and manage workloads and deadlines including those whose output you may have responsibility for		X	X	
Flexible and adaptable to work across the Directorates as required		X	X	
High level customer service skills with a business solution focus		X	X	
Excellent inter-personal skills and in particular the ability to negotiate and influence by expressing ideas and views effectively at all levels		X	X	
Forward thinking, innovative and creative, prepared to consider different approaches; solution focused		X	X	
Willing to be accountable – for own achievements and the delivery of objectives		X	X	

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IT literate in line with the requirements of the role and understanding of maximising digital technology to benefit organisations		X	X	
Political sensitivity and awareness of local government and political issues		X	X	

Special Conditions

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

Car Allowance

Refer to Travel Policy for information

Prepared By

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Review Date

December 2020